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AUGUST 15, 1936

TWENTY CENTS

Sales management

**How Permutit Jumped
Sales 198% in a Year**

**What Products Get the
Best Push in Drug
Store Windows?**

**Points for Putting Over
an American Product
in European Markets**

Designing to Sell

THE MAGAZINE OF MODERN MARKETING



IN CONFERENCE

Two words, abrupt, uncompromising. Two words which, to your salesmen, convey discouragement, possibly defeat. "In Conference" and your sales story remains untold.

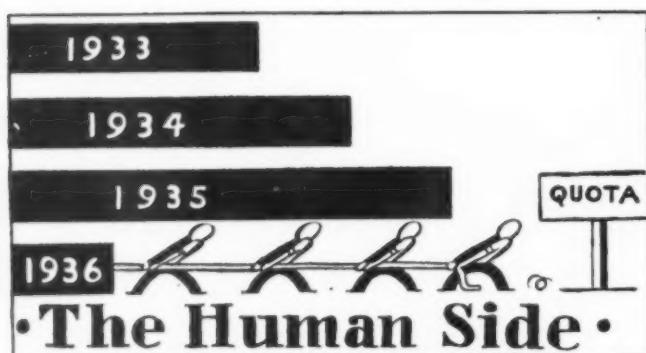
There may be good reason behind the failure of a salesman to gain an audience. That the door to the carpeted office remains closed is usually not entirely his fault. The responsibility lies as much upon his advertising auxiliaries who have failed to clear the way and win him an audience and an acceptance for his product.

FORTUNE, more than almost any other magazine in America, walks with easy familiarity into the offices and board-rooms of American business. And it is upon no nodding acquaintanceship that FORTUNE's advertisers meet these personages. For our subscribers tell us (89% of them) that they look through the advertising pages before turning to read the editorial stories.

A campaign in FORTUNE will go a long way toward getting the "In Conference" signs taken down when your salesmen call. And in addition it will be selling your product to many important men your salesmen haven't time to see.

FORTUNE

135 EAST 42ND ST., NEW YORK



Records for Record-Breakers

A panting runner breaks the tape; a pole falls lazily while the vaulter squirms his body over the bar, high in the air; banners wave, bands play, and watching thousands cheer astounding physical prowess. The scene is the Eleventh Olympic Games in Germany. Despite the fact that 52 nations competed, America, or rather an American firm, held all the records.

Remington Rand Kardex cabinets, backstage contained 15,000 record cards of contestants, field judges, team leaders, press representatives, and officials. They were filed three ways: According to the 52 competing countries, 19 sports events, and 129 individual contests. In the Olympic village at Doberitz a general information bureau and the paymaster's department were each equipped with their Kardex files; and still another battery of cabinets in the Games' chief secretary's office housed addresses and invitation lists of honor guests.

Swelling out its chest and flexing mighty biceps, Remington Rand shouts through the loud speakers that its Kardex team was the real Olympic Champ of Champs.

Streamlining for Profit

Until the "City of Portland," Union Pacific's de luxe streamliner, steamed into that northwestern city, and gathered unto itself enough pictures and headlines to satisfy a movie star, the Beall Pipe & Tank Corp. thought the old standard bodies for gasoline trucks which they had been making and selling were quite good enough for the routine job of hauling fuel.

But President John E. Beall looked upon the new train and said to himself, "Curves. Lots of curves. Beautiful curves. I wonder if we could make a truck body as full of style as that train?" Theretofore his company had made and sold a few truck bodies, but the profit on them was too small to suggest that division of the business had any future at all.

In the press of other duties, President Beall, for the moment, forgot his notion about streamlines. "Then," said he, "some smart oil company went and shipped in a fairly nice looking streamlined tank body from the East. It wasn't so hot, but it got the oil companies streamline-minded and everyone wanted to know how much a tank like that would cost."

The Beall boys looked the new truck over from bumper to cap, scratched their ears and considered. They called in their designer. "Nothing doing," said he. "Too expensive. Too many dies. Too many curves." Anyway, it seemed that the cost of such trucks would have to be far too high to interest possible local buyers, so the idea again lapsed into a coma.

But when some plant in Seattle shipped a semi-streamlined tank practically into Beall's back door, the company got some action. They called the designer back, ordered a streamlined body, and decreed that it had to be unlike anything anyone of them had ever seen before. What he turned out is pictured on page 267—it promptly sold to the Goodman Oil Co., of Boise, Idaho.

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"We surprised ourselves," said President Beall frankly. "We found we could make the new curved sections without the use of dies, and since that time we have made many streamlined tanks and our profits are increasing on every job. We have been getting higher prices for the new designs than we ever could have gotten for the old, no matter how much value had been put into them. We have added one addition to the factory and are forced again to enlarge our plant this year to take care of this class of work."

One of the most recent versions of the Beall streamliner (also shown on page 267) was purchased by the Texas Co. of Seattle—23 of 'em.

Memo to marketing men who think their business "is different": It's a far cry from railroad trains to gasoline tanks, but see what happens when you swipe a good idea from one and adapt it to the other!

Luckies and Bali Bali

It seems that the new industry which America needed was simply an old-fashioned song-guessing contest, done in the George Washington Hill manner.

If you were to enumerate all of the businesses, in addition to cigarettes, sheet music and radio-listening, which have been stimulated in the last three months by American Tobacco Co.'s song-selection contest for Lucky Strike cigarettes, you would have something that looked like a Federal Reserve report.

In the week ending August 10, about 5,500,000 people entered. The previous week the number was 5,000,000. This was about three times as many as in the second week before. It was 100 times as many as in the initial week, last May, when only 50,000 took part.

The average advertiser would be quite tickled to have 50,000 people enter his contest in a week, but Mr. Hill seems never to be satisfied. The Lucky Strike series is now being plugged over 200 stations in four networks (NBC Red and Blue, CBS and Mutual). American Tobacco offers no lavish prizes as stimulants—no all-expense round trips to Europe, no \$1,000-a-year-for-life incentives. The most anyone can win is a carton of Lucky Strike cigarettes.

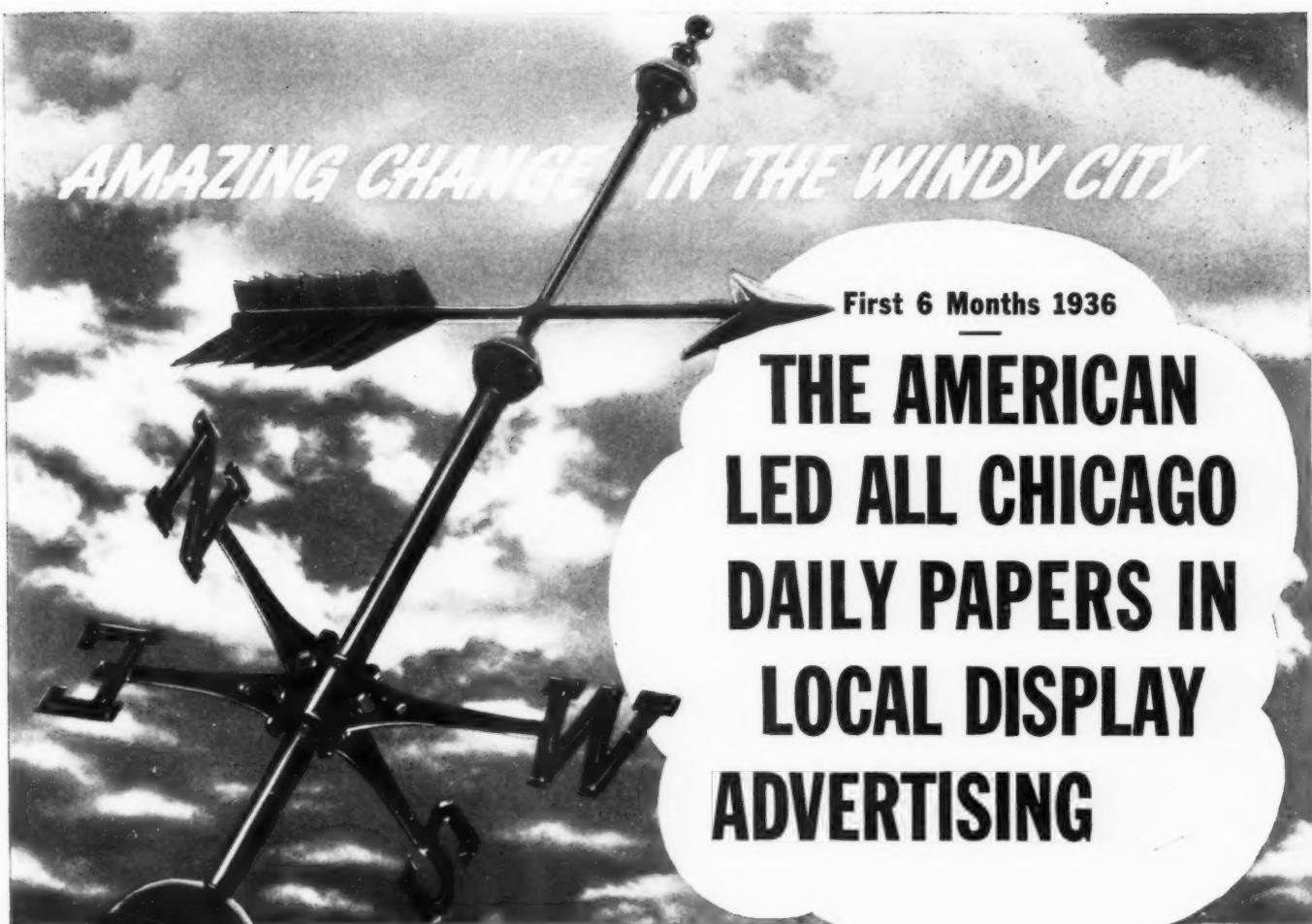
The trick of it is that a lot of people can win. People enter because they think they know the one-two-three rank of the most popular songs of the day. Everyone with ears to hear with and toes to dance with, it seems, is quite sure of his guessing ability in this respect.

And a lot of people do win. The week when the number of entrants was 1,700,000, the number of winners was about 215,000. In other words, one in every eight won.

Lately the proportion of winners has slumped. "Bali Bali" rose unexpectedly from seventh to third, SM was told, and a lot of people failed to reckon with it.

The Post Office Department is an important beneficiary. So are the railroads and the air lines. Transcontinental & Western Air has pointed out that on two days of each week the campaign has brought "such excessive loads of air mail that it has been necessary for passenger seats to remain unsold" in order to accommodate the mail. Twelve of the 15 tons of this mail westbound across the United States in three recent weeks have been handled by TWA. On one occasion this system arranged to permit seven seats to remain unsold in order to handle the load.

On July 16 the poundage on TWA's "Sky Master" increased 500 from that of the previous Thursday. A week later it had jumped 1,000 pounds from the preceding Thursday. On July 23 TWA's "Sun Racer" passed through Kansas City carrying



Here are the figures:

DAILY LOCAL ADVERTISING GAINS

First 6 months, 1936

**CHICAGO AMERICAN
480,684 LINES GAIN**

2nd Evening Paper....197,456 Lines Loss
3rd Evening Paper....340,098 Lines Gain
1st Morning Paper ...246,488 Lines Gain
2nd Morning Paper ... 33,366 Lines Gain

DEPARTMENT STORE ADVERTISING GAINS

First 6 months, 1936

**CHICAGO AMERICAN
347,768 LINES GAIN**

2nd Evening Paper....234,041 Lines Loss
3rd Evening Paper.... 93,662 Lines Gain
1st Morning Paper ...154,037 Lines Gain
2nd Morning Paper ... 55,989 Lines Gain

Authority: Media Records

History is being made these evenings in Chicago, Mr. National Advertiser. With each issue of the Chicago American, the trend to the American for local advertising becomes more evident. Since last January, merchants have increased their schedules month by month, because they found that the American pays in direct proportion to money spent. So that every month has brought greater gains in our local advertising lineage, greater enthusiasm from merchants, increasing desire to buy American—and sell merchandise! Hence this pyramided gain that has made advertising history these past six months and promises to continue with even greater momentum in the future. There is a very logical reason for the Chicago American's success as a medium for selling retail merchandise. Our readers are the reason! For one thing, there are so many of them—the largest evening newspaper readership in Chicago. For another—they are the responsive type that retail advertisers yearn for, because they are young, have jobs, can and do buy merchandise that is brought to their attention in the American . . . and buy it on the spot! The success of innumerable large merchandising events, in multiple pages in many cases, can be traced directly to the swift responsiveness of this large, active audience of ours. And what the American does for local advertisers it can do for national advertisers. In other words, produce direct sales the next day. A word to the wise is—Advertise!



CHICAGO AMERICAN

... a good newspaper

National Representatives: Hearst International Advertising Service. Rodney E. Boone, General Manager

AUGUST 15, 1936

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SALES management

Vol. XXXIX. No. 4

August 15, 1936

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2,104 pounds of mail—eight times as much as on the Thursday prior to the beginning of the extra mail loads.

The mail consists of folders about the contest, in which are post card entry blanks. One need buy nothing to enter. American Tobacco even pays the postage. Sometimes a card from Vincent Riggio, vice-president in charge of sales of the company, is enclosed. In the August 10 folder Mr. Hill, president of the company, summarized some of the developments to date:

"We have rented 45,000 square feet of additional floor space"—three entire floors at 111 Fifth Avenue. "We have taken on over 500 additional employees. Seven new addressing agencies, employing 6,000 people, are caring for our mail." Last week American Tobacco bought 230 tons of paper—460,000 pounds of it—on which to print more entry blanks. All three of the company's cigarette plants are working to capacity.

Mr. Hill is forever seeking an advertising "natural." It would seem that in the ears and toes of the American people—and their pride in what they think they know—he has found it.

The Great Suspender Imbroglio

The sartorial position of the masculine gallus or suspender has for long been a moot question. Some fashion dictators assert it is an abomination which should be hidden under vest or coat. Others declare that the modern brace may be exposed to public view by any cool, shirt-sleeved gentleman. SM takes no editorial stand on so controversial a question. We cannot afford to antagonize either the pro or anti-suspenderites. Therefore, the following quotations are merely a recording of Vital, Headline News:

DEPARTMENT OF ELEGANCE

(*Interoffice memo circulated in the McGraw-Hill Publishing Co.*)

With the coming of hot weather we all try to keep as cool as possible. This means that during office hours a great many of us find added comfort in discarding our coats and working in shirt sleeves. This is entirely in order except that in so doing every effort should be made to maintain a neat and businesslike appearance. Suspenders, galluses and braces, while very useful at times, are not particularly attractive when subjected to the light of day. The Book Company, in its memorandum on this subject, has even said that if worn at all they should never be seen outside the boudoir or the cross roads general store.

We would therefore suggest that when you shed your coat you also dispense with suspenders and braces and put all your faith in a belt. We also particularly request that when you have occasion to use the elevators or travel through the building coats be worn, as shirt sleeves in the elevators give a very decidedly rustic or factory atmosphere to the building.—*The New Yorker*.

This so agitated Moriz M. Dreyfus, of the Pioneer Suspender Co., Philadelphia, that he "became far hotter, especially under the collar, than the high temperature permits me to be." Determined to strike while the collar was hot, he wrote McGraw-Hill:

"The modern Summer brace is as far removed from the suspender, or galluses, of grandfather's day as the saucy, little pancake hats the ladies now wear are removed from the big, floppy, Flora Dora Fedoras of grandmother's time.

"Within the next day or so the postman is going to deliver a package containing a pair of Pioneer Streamlox-Customfit braces, especially styled for Summer. Let (the author of that memorandum) notice how these braces harmonize and blend with the suitings, shirtings, and neckwear . . . Let him ponder upon the elastic piece across the back that compensates for all body movement . . . Let him examine the jewelry clasps at the ends which make buttons unnecessary and which free mankind from slavery to buttons, and womankind from slavery to button sewing . . . Brace up your store of information as to the progress that has been made by Pioneer. Brace up the hang of your trousers with braces . . ."

B. R. Putnam, McGraw-Hill treasurer, replied:

"As the author of the office order . . . I assure you I am more to be pitied than censured. (It) did more to make our men suspender-conscious than a full page ad in the *Saturday Evening Post*. I have had innumerable comments—not only from men connected with our own company, but tenants, and casual visitors to the building—and in every case I have been assured that they either have, or will wear, suspenders . . . I appreciate the very handsome pair of braces you sent, and in all honesty find them the most comfortable and satisfactory I have ever seen."

"I wear suspender and a belt." (Mr. Putnam is a treasurer, and all treasurers are cautious men.)



**Indianapolis Families
Spend Over \$300,000 in
Retail Stores Every Day**

Every Evening 4 Out of 5 Read

Indianapolis families are able to buy—and are BUYING—food, clothing, drugs, home furnishings, automobiles—and everything else that they need to maintain their high standard of living.

There is only one economical and completely effective way to tap this great source of buying power and that is through a SINGLE advertising investment in the paper that four out of every five families in Indianapolis read six days every week.

New York: Dan A. Carroll
110 E. 42nd St.

Chicago: J. E. Lutz
180 N. Michigan Ave.

AUGUST 15, 1936

**THE
INDIANAPOLIS
NEWS**



... AND WE CALL IT "VITAMIN V"

We have "test-tubed" newspaper space performance in the laboratories of long-time advertiser - experience. We have weighed and measured actual results against the dollars spent to get them.

The findings, now published, amply prove that in the circulation of this newspaper is a response power much above the usual.

And this factor that produces plus response-power—that energizes sales—we call "Vitamin V" . . . because it is energizing in its action, just as are certain food

vitamins. The "V" stands for vitality, vigor and value — all of which are strongly present.

Here are a few of many cases that justify the above statements:

TEST: Exclusive small-space copy increased tenfold the average daily sales of a private brand of toiletries—

TEST: Little ads in below-zero weather gave a local shoe advertiser sales at a lower cost than ever before—

TEST: Keyed Sunday promotions for an important firm of Chicago merchants produced big volume

at an advertising expense as low as 1.4 per cent.

We have a sizable book filled with such verified reports—proof of "Vitamin V" in action — the energy factor in Herald and Examiner readership that increases sales beyond the point of normal expectancy.

This book tells the story of "Vitamin V" in case history form. It is packed with new and dependable information on low-cost selling in the nation's second market. If you haven't received your copy, please send for it today.

CHICAGO HERALD AND EXAMINER Rich in "Vitamin V"

NATIONAL ADVERTISING REPRESENTATIVES
PAUL BLOCK AND ASSOCIATES

NEW YORK - DETROIT - LOS ANGELES - CHICAGO - BOSTON - PHILADELPHIA - CINCINNATI - SAN FRANCISCO



How Many Guaranteed Buyers Does Your Dollar Buy?

THE number of readers any magazine or group can assure you is unquestionably a valuable guide in allocating your advertising appropriation. It would be infinitely more helpful, however, if you could know how much of your type of product these readers buy. Now you can know exactly that about Fawcett Women's Group readers.

Their brand preferences and annual purchase of 62 different types of Drug and Cosmetic items have been accurately determined. The figures—GUARANTEED—are so impressive as to make the

use of this group virtually mandatory by any advertiser in the drug and cosmetic field.

And there are other reasons. Here is a market of youthful buyers—2 million guaranteed, averaging 25.5 years of age. Their brand preferences are still largely in the making. They are more easily influenced therefore and have fully 10 years longer to buy than the average reader of 6 leading women's magazines. Get the facts about this ideal market as related to your product. Call or write the nearest Fawcett office.

FAWCETT WOMEN'S GROUP

SCREEN BOOK • SCREEN PLAY • MOTION PICTURE • MOVIE CLASSIC • HOLLYWOOD
TRUE CONFESSIONS • ROMANTIC STORIES • ROMANTIC MOVIE STORIES

FAWCETT PUBLICATIONS, Inc.

1501 BROADWAY, PARAMOUNT BLDG., NEW YORK • 360 N. MICHIGAN AVE., CHICAGO
FAWCETT BLDG., GREENWICH, CONN. • SIMPSON-REILLY, 536 S. HILL ST., LOS ANGELES
SIMPSON REILLY, 1014 RUSS BLDG., SAN FRANCISCO

AUGUST 15, 1936

REPRESENTATIVE FWG ADVERTISERS

Admiracion Shampoo
Alka-Seltzer
Allcock Porous Plasters
Allen, Ada
Bauer & Black
Bayer's Aspirin
Beech-Nut Packing Co.
Beeman's Pepin Gum
Boyer Society Parfumeur
Bromo-Quinine
Brownstone
Campana Italian Balm
Campana Dreskin
Cashmere Bouquet Soap
Chamberlain Hand Lotion
Colgate Ribbon Dental Cream
Cutex
Dentyne
Duart Permanent Wave
Duart Creme de Milk
Eugene, Permanent Wave
Ex-Lax, Inc.
Ey-Teb Company
Eye-Gene Co.
Factor, Max
Feen-A-Mint
Forhan's Tooth Paste
E. Frederics, Permanent Wave
Frostilla Hand Lotion
Glazo
Golden Glint
Golden Peacock, Inc.
Goldman, Mary T.
Dr. Hand's Teething Lotion
Hollywood Rapid Dry Curler
Hopper, Edna Wallace
House of Pinaud
Hudnut Co., Richard
Hump Hair Pin Co.
Hush Sales Co.
Hygeia Nursing Bottle Co.
Ipana
Irresistible Cosmetics
Johnson & Johnson-Baby Powder
Johnson & Johnson-Corn Plasters
Kleenex Co.
Kotex Company
Kurlash Co.
Lady Esther
Lewis, A. H. Medicine Co., Tums
Lucky Tiger Hair Tonic
Marchand's Hair Rinse
Maybelline
Midol
Modess, Inc.
Moon Glo Products
Mum
Murine
Neet
Noxzema
Odorono Company, The
Othine
Outdoor Girl Products, Cosmetics
Pepsodent Toothpaste
Pepsodent Antiseptic
Pertussin
Pond's
Pro-phy-lac-tic Brush Co.
Ross Company, Winx
S. S. S. Company
Savage Lipstick
Scholl Mfg. Co., Dr.
Smith, Kline & French Labs.
Stillman Freckle Cream
Tangee
Tattoo, Cosmetics
Vick Chemical Co., VapoRub
Vick Chemical Co., Nose Drops
Warner Co., Wm. R., Non-Spi
Wrigley's Gum
X-Bazin
Zip
Zonite Products Co., Zonite

VITALLY IMPORTANT FACTS

Will be found in an amazingly thorough survey recently completed. If you have not yet received a copy, write at once, as the supply is limited.

Modern Market Information For Sales Managers

Billions of dollars are pouring into the rural areas through higher prices, benefit payments, soldiers' bonus, and other sources—but especially through higher prices for all types of farm produce.

The national farm market, representing approximately 40 per cent of the nation's consumers, cannot be judged by old standards. Just as modern in their modes of living and their selection of merchandise as city people, farm families today offer a ready market for nationally-known brands.

Farm Journal, through a nationwide survey* of its readers, has proven that farmers patronize stores where nationally advertised merchandise is on sale. With money in their pockets (more this year than any year since 1930, despite the drought), farm families are buying tooth paste and hand lotions . . . silk stockings and automobiles . . . and just about every other article that makes for modern living—and they are asking for them by brand name.

No "special distribution" is necessary in order to sell these people. As our survey reveals, any brand which has normal distribution is available to them if they want it.

The national farm market, as represented by the national coverage of the Farm Journal, offers the most economical and most readily accessible market in America.

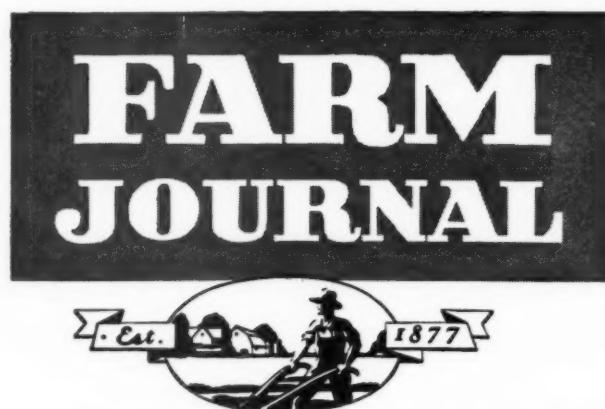
*Farm Journal will be glad to supply to any sales manager, upon request, the complete data in this nationwide brand preference survey.

Are you figure-minded?

To \$3,291,000,000 six months' cash income (over a third of a billion dollars more than for the same period last year), add \$446,500,000 bonus to farm veterans—\$629,000,000 in Government payments, allotted but not yet paid—extra millions for drought relief—greatly advanced prices for all farm products—and you have a sum total, according to most conservative estimates, indicating a national farm income that will equal or surpass any year since 1929.

Do you want more figures?

Farm Journal's Research Department has exceptional facilities for gathering sales data. This data is mailed out regularly to those interested. If you'd like your name on the list, drop us a line and tell us so. Farm Journal, Inc., Washington Square, Philadelphia; Graybar Bldg., New York City; 180 N. Michigan Ave., Chicago; 4-147 General Motors Bldg., Detroit; Henry Bldg., Seattle; 111 Sutter St., San Francisco; Union Bank Bldg., Los Angeles.



Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending August 15, 1936

Prosperity Howlers

he is away." Prosperity is howling—for General Motors and others. Shortly after Mr. Sloan sailed the officials of his Chevrolet division announced that July sales were the largest for the month in the history of the company!

• • • And last Saturday July figures were released for General Motors as a whole—204,693 cars and trucks, as against 167,790 in the comparatively good July of last year. For the first seven months sales reached these totals:

1936	1,374,861	units
1935	1,056,350	"
1934	884,600	"
1933	605,540	"

• • • The General Motors gain at that is only slightly better than the gain in national income over 1933, according to estimates made by the Alexander Hamilton Institute. For the first six months of 1933 they compute national income at 18.3 billion dollars, and for the same period this year they place it at 28.1 billions. For the month of June it was 4.965 billions, according to this authority. The low point in the depression (notice how everybody now talks about depression in the past tense!) was 2.579 billions in February, 1933. The June figure is a gain of 92.5%.

• • • That the money is in the hands of the great mass of consumers is proved by retail trade figures. The chains, which get their patronage from the middle and lower groups rather than from the rich, had record-breaking July statements. Montgomery Ward, for example, had the largest sales in history for the first six months and July reached another new high. Dun and Bradstreet rate July retail sales in all lines at 12 to 18% above last year.

• • • As Hendershot puts it in the New York *World-Telegram*: "Merchants, insurance salesmen and other small business men report a substantial lessening in sales resistance, and the larger concerns are reflecting their greater prosperity in increased dividend payments. Announcements are made quite frequently also of extra bonus payments to workers. So encouraging, in fact, have been the trade developments that even the serious threats of war in Europe have not been able to dampen the enthusiasm thus created. The rank and file of people throughout the country are now convinced that the depression is over and they are taking a new lease on life."

• • • And keeping themselves cleaner, it seems. Procter & Gamble plants, which have been operating at or near capacity for two and a half years, are now running several weeks behind orders. Stone and Webster are building an addition to the Roby, Ind., plant of Lever Bros., which is so tremendous in size as to be reminiscent of the kind of building that went on during the 1926-29 era.

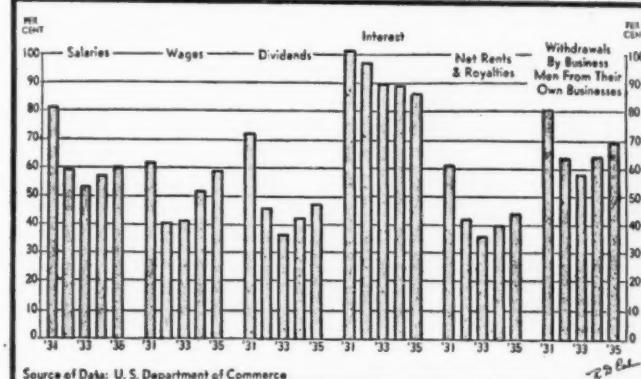
• • • October usually is the best month in the year for car loadings, but currently the figures are running at the normal October pace. Loadings of miscellaneous freight, which takes in most manufactured goods, were for the week ending August 1 nearly 30% ahead of last year.

• • • The Department of Commerce has this to say about unemployment: The peak month was March, 1933, when 15,100,000 were out of work. Today the figure is 9,500,000. It is well to remember that in the boom years of 1928 and 1929 there were about 4,000,000 men and women who couldn't (some say wouldn't) find jobs.

• • • We spoke of trailers a few weeks ago as a rapidly growing trend. As further proof that trailers have "arrived" there is the current announcement that Pierce-Arrow is beginning production of a line of trailers.

• • • Add oddities in the business news: Philco accuses RCA of employing gay Lotharios—plaintiff doesn't say whether or not they were on the Mary Astor list—and using them "to worm information out of Philco women employees after plying them with liquor." . . . Steel workers in Marietta, Ohio, are raising \$600,000 to form a cooperative sheet and tin plate company as a haven for workers desiring to avoid becoming embroiled in any steel industry dispute. They're buying a plant which has been idle for a dozen years . . . The F. T. C. has ordered the Savage Candy Co. to stop selling candy so assembled in assortments that a lottery scheme is involved when the product is sold to the public . . . Alberta has started to try out its easy-money credit plan. Holders of their prosperity certificates must affix 1-cent stamps each week during the 104-week life of the certificates.

Income Paid Out in the United States by Types of Payment



This chart, from the *Chicago Tribune*, shows income paid out as a percentage of the 1929 total. Interest has fallen very little, and the amount of withdrawals by business men from their own businesses has remained high in proportion to the ups and downs—mostly downs—of other income. Wages and dividends have had a sharp rebound—but they, especially wages, fell further than any other source of income except rents and royalties.

Industry Coding Itself

that time about 40 industries have applied for trade practice rules and negotiations at present are going on with about 30 more. Two weeks ago, the petroleum industry requested a fair trade code, while the toilet goods industry also moved to revive its former rules, which were superseded by the NRA code.

• • • While the current trade practice rules being approved by the commission are not particularly strong, in one or two instances they were regarded by lawyers as showing a slight inclination on the part of the commission to be more liberal. For example, in the rule banning sales below cost, which tend to injure a competitor or comprise unfair competition, costs were defined as including all elements generally accepted by the industry.

• • • This has always been a moot point, as one company may include certain elements in costs which another eliminates. The rule will be easier to administer if a general agreement on the cost factors of any industry can be reached.

• • • Income and excess profits taxes accounted for \$1,427,447,600 of total revenue collections for the 1936 fiscal year, amounting to \$3,520,208,400. The income tax is thus moving back toward its once-dominant position as principal source of government revenue. The following table shows the part of income tax receipts in the Federal revenue.

1929.....	79.4%	1933.....	46.0%
1930.....	78.5 "	1934.....	30.6 "
1931.....	76.6 "	1935.....	33.5 "
1932.....	67.7 "	1936.....	40.5 "

• • • Last year, bicycle sales totaled 750,000; increasing popularity is expected to push sales this year to 900,000. In comparison, sales in 1931 were 260,000. Last year, about 20% of all sales were made to women; formerly the ratio was 8%. Railroads are putting on special bicycle excursions, cities are setting aside certain areas for safe riding; special bicycle paths are built in many parks.

• • • The 25 leading chain-store systems reported for June the largest increase in sales since 1929. Sales in June aggregated \$230,274,440, a gain of 17% over a year ago. Sales in first 6 months (in thousands):

	1936	1935	Gain
Variety	\$442,937	\$409,897	8.1%
Mail order	382,898	324,034	18.2
Grocery	292,476	270,424	8.1
Drug	44,049	41,028	7.4
Shoe	26,561	22,821	16.4
Apparel	18,326	15,731	16.5
Total	\$1,207,247	\$1,083,935	11.4%

• • • The Copeland Food and Drug Bill failed to pass the last Congress, but the Federal Trade Commission with its present powers does an alert job of policing. A current complaint cites Charles of the Ritz Distributors Corp. for distributing a booklet which makes these claims: "Eye Lotion Ritz strengthens the eye nerves and relieves eye strain; Scalp Food Ritz promotes the growth of hair; Eye Cream Ritz nourishes the tissues about the eyes, ban-

ishes lines and prevents crow's feet; Rejuvenescence Cream Ritz supplies the skin with a youth-giving element, penetrates the skin and gives it new life and vitality; and Eyelash Grower Ritz promotes the growth of eyelashes."

• • • Paul G. Hoffman didn't let the Studebaker organization get the well-known inferiority complex when the company went into receivership. Result: A profit of more than a million dollars for the first six months of 1936. Another SM subscriber, Harry W. Alexander, general sales manager of the American Type Founders, Inc., pursued equally aggressive and inspiring leadership while that company was in 77B. He made capital for the company out of the lifting of the receivership by holding Jubilee Open Houses at each of their 23 branches, with an average attendance at each of some 300 printers.

1936 First Half Profits Up 73.8%

A compilation made by the National City Bank of New York shows total net profits, less deficits, of \$311,000,000 for 230 industrial companies in the second quarter, as against \$208,000,000 in the first quarter and \$179,000,000 in the second quarter last year. The percentage gain over last year was 73.8, while the gain of a similar group of companies in the first quarter was only (only!) 42.3%.

• • • Most successful six months in 15 years was reported by the National Piano Manufacturers Association in their summary of business for the first half of 1936. Piano shipments for the first six months of 1936 were 38% greater than for the first half of last year and 227% above 1933.

• • • The World War veterans in six weeks have taken \$1,118,736,800 out of the Treasury by cashing their newly issued bonus bonds and now the great bulk of the conversion of bonds into currency is over. With the process of cashing the bonds dwindling and become relatively limited, 60% of the face value of the securities placed in the hands of 3,301,990 veterans has been turned into cash. That the big hump in the cashing of the bonds is over is indicated by the following figures of redemptions of bonds at the Post Offices:

Week ended	June 20.....	\$523,932,200
" "	June 27.....	368,472,900
" "	July 4.....	87,081,900
" "	July 11.....	45,962,500
" "	July 18.....	35,192,150
" "	July 25.....	28,853,950

• • • Paul Willis, president of the Associated Grocery Manufacturers of America, on an interesting angle of the working of the Robinson-Patman Act:

"What can the distributor of private brands now do to develop them that he could not do before, or, what he hasn't been doing right along?" It is also a perfectly fair question, "Will the private brand distributor, assuming that extra quantity discounts, brokerage and advertising payments will be curtailed, have as much money with which to promote his private brands as when he received these advantages?" Certainly the promoting of private brands calls for real merchandising and advertising effort and this costs money. How can the distributor spend money for this purpose unless he adds its cost to his selling price. And if distributors A, B and C all go in for private brands, won't this create a competitive situation among private brands A, B and C so as to materially affect profits?"

Features in a Fortnight's Sales News



On the Dotted Line: When Major Edward Bowes, soon to go on the air for Chrysler, visited Detroit recently, De Soto's V.P. Roy Peed explained the good points of the 1936 model. The major said it was "all right." Whereupon Salesman Peed booked his order for a new car.

Happy Landing: W. A. Patterson, president of United Air Lines, whose planes flew 15% more revenue passengers, 50% more air express, and 11% more air mail the first six months of this year than during the same period last year. United is buying 15 new \$100,000 aircraft for delivery this Fall for its New York-Chicago-California route.



Conoco Ad Chief: A. J. Rabe is promoted to superintendent of Continental Oil Co.'s advertising division. Nine years with Conoco, he was formerly assistant to Wesley I. Nunn, to whose job he now succeeds.



Culturist: Louis A. Leopold becomes gen. mgr. of Physical Culture Shoe Sales Corp., subsidiary of Selby Shoe. He will direct the active reentry on a national scale of PC shoes into the medium-priced field.

AUGUST 15, 1936



Heads Together: Some of those responsible for the radio "Frigidaire Frolics" plan the program. Seated, left to right, Charles T. Lawson, household s.m.; Frank R. Pierce, mgr., household division; Ted Fio Rito, orchestra leader. Standing, left to right, H. G. Little, Dayton mgr., Lord & Thomas ad agency; "Muzzy" Marcellino, singer in the band; Carl A. Copp, v.p. and g.s.m. of Frigidaire.



Wm. S. Ellis



Wm. S. Ellis



Kayhart-Nat'l Press

Powder Trio: Hercules Powder Co. elects Charles A. Bigelow, right, v.p. and member of the executive committee. William Robert Ellis, center, now asst. g.m. of the explosives dept. was named gen. mgr., taking Mr. Bigelow's place. Mahlon George Milliken, left, gen. mgr. of the cellulose products dept., was made a director.

Shifts: (Below) Sidney Carter, mgr. of the Rice-Stix Merchants' Service Bureau, and in charge of the St. Louis firm's advertising and sales promotion, resigns to become s.m. of the Kalamazoo Vegetable Parchment Co.'s household specialties division.



C.P.-Peet's Peet: (Above) Roy W. Peet, for three years asst. ad. mgr. to Manager Ken R. Dyke, steps into the post vacated by the latter at Colgate-Palmolive-Peet. Mr. Peet started with the old Peet Co. 17 years ago.

Sales Training and Control Help Permutit Double Volume

BY
LAWRENCE M.
HUGHES

The "experts" said there was no home market for water conditioners—but Permutit didn't believe it. Here's the story of the way they won national distribution on a product which used to be sold only for industrial use.

IN the first half of this year unit sales of Permutit domestic water conditioners were 198.8% of those of the first half of 1935. In the same period dollar volume in these appliances rose 144.3%.

This came on top of a previous rise in volume of 83% in the year 1935 over 1934 and 26% in 1934 over 1933. This progress—the latest in a series of expansion steps which have been taken consistently since the Permutit Company established a separate division for domestic water conditioners in July, 1931—has been due to the thorough development and close coordination of several factors.

Among these, as outlined to SM by Oliver P. Harris, manager of domestic sales, were:

1. Determination of the extent and variations of the market, and the number of factory salesmen, distributors and dealers adequately to cover it;
2. Careful selection and training and effective control of all three groups;
3. Stimulation of salesmen, distributors and dealers through consistently improved products, adequate profits and worth while materials;
4. Attraction of consumers by bringing prices into the mass-market range; by demonstrating in the home the advantages of water-softening, and

by consistent and expanding national advertising.

This year for the first time Permutit has obtained national distribution for its domestic line. The job has been one of pioneering, Mr. Harris pointed out. Unlike most pioneering efforts, however, it has been a job not of trial-and-error and devil-take-hindmost, but of careful sales engineering.

The Permutit Co. has been making industrial water conditioners since 1913. Prior to July, 1931, the company made some domestic conditioners, but these were sold only because of the interest of people in the soft water available through this apparatus in hotels, hospitals, laundries and some 200 other industries. They were definitely a domestic luxury then.

When W. Spencer Robertson became president of the company one of the things he undertook was to ascertain the domestic market for Permutit experience and facilities. Electric and gas appliances were then being sold to homes in great variety and volume. It was known that most of the nation's homes were in "hard water" areas. This water was not only "uncomfortable" and often "unsanitary," but definitely injurious to skin, hair, pores and clothes.

Deciding on Sales Technique

Surely soft water service was as desirable as gas or electricity. People must be made to realize that there was as much difference between good and bad water as between good and bad coffee—or eggs! But the extent of this home market and the means of reaching it had not yet been determined.

It was a specialty appliance selling job, Mr. Robertson decided. He set out to find a man to run it who had not only varied and successful experience but *pioneering* experience with such products. The man he chose was O. P. Harris.

Mr. Harris found that there had been various water conditioners in the domestic market, but that none, apparently, had worked, commercially speaking. (A "conditioner," in this sense, is a device for removing the "hard" impurities, and not merely chemical agents for softening them.) He talked with other manufacturers, with "consultants" and others. They

told him, quite unanimously, that there was "no market" for a conditioner which, of necessity, must be sold for several hundred dollars.

"We assumed, however," Mr. Harris said, "that a water conditioner is no different from any other household appliance—and is just as important. Of course, one has to start with the luxury market and a high retail price. But we believed we could develop Permutit domestic water conditioners for the mass market—could make them a potential necessity for all homes in hard water areas costing \$5,000 and up.

How Many Prospects? Where?

"We made a survey.

"The survey (as of 1932) showed that 65.6%, or 80,000,000 of the 123,000,000 population, lived in hard water areas; that these areas were 65.4% of the nation's total area, that the people in these areas paid 72.6% of the income taxes; that they owned 71.3% of the non-farm homes; that they owned 77.98% of non-farm homes valued at \$5,000 and more; that only 4.23% of this market had been sold water conditioners. In other words, of the 3,552,354 non-farm homes in hard water areas valued at \$5,000 or more only about 150,000 had water conditioners.

"This contrasted with about 4,000,000 electric refrigerators and with 842,000 oil burners then in use. We took these two appliances as a primary basis of comparison largely because the consumers' investment is comparable.

"Having found how many prospects there were, and where, we sought to find out on the basis of tests in two states—Ohio and Indiana—the cost of selling them.

"We put salesmen to work in those states both on cold canvass and with the help of literature. We found that 'cold canvass' brought one sale in every 175 calls. Where literature had been received, however, we learned that 100 'suspects' became 10 prospects, and two sales.

"This, of course, was all very preliminary. But we had made a start. Then we tried to ascertain the number of retail salesmen, number of dealers and of distributors needed

adequately to reach all prospects for water conditioners. The variants here were the number of owned homes and the degree of hardness of the water. (New York City, for example, where few people own their homes, has soft water, but New York State, where most people own their homes, has predominantly hard water.)

"The next step was to determine the number of factory salesmen, distributors and dealers needed. The number of dealers was determined by the hard water market pattern and these dealers were carefully hand-picked for doing a good development job. Distributors were selected and franchised. Now we have a skeleton national set-up. It is being strengthened daily. Our salesmen train and serve both the distributors' and the dealers' salesmen.

"But first we trained our own men.

"Whatever the fields in which the men were experienced—Permutit water conditioners are something else again. We had to start them soundly, from the ground up. We train them to train the wholesale men and train them to help the wholesaler train the dealers and their men.

How the Salesmen Work

"Our 13 factory men have considerable latitude and responsibility in their areas. They work their areas out of their own headquarters cities and are not responsible to branch offices. But they must report to me on every contact every day.

"For each dealer they make out a separate report. The salesman reports what the dealer wants and what he recommends, and whether or not the dealer agrees. I am particularly anxious to know, in each instance, what unusual methods of selling or advertising the dealer employs and what are his greatest handicaps. Sometimes the handicap is too little money. Sometimes it is too little territory, or too much.

"A similarly detailed report has been provided for dealer prospects... with special emphasis on the assistance which the salesman thinks the home office can render in closing the account."

The system, of course, Mr. Harris admitted, is highly centralized in his office in New York. But it is being somewhat decentralized. The first household road salesman, appointed by the company several years ago, has been made a supervisor, with headquarters in Chicago. He has four Midwest salesmen under him, and spends a week of each month traveling with each. Additional supervisors



SCUM on your body, too!

When you see a scummy ring around your tub after a bath, you can be sure that same scum is all over your body. For that ring isn't dirt. It's a sticky, insoluble curd that is formed by the action of hard water on soap. It clings like glue to your skin and hair, clogs up your pores, shortens the life of clothes.

No amount of rinsing will remove this curd, so nothing washed in hard water ever gets really clean. But you need not put up with the discomfort and annoyance of hard water. A Permutit Water Conditioning installation attached to your household water pipe will actually remove the offending impurities from any water, not just neutralize them with chemicals.

And conditioned water is one of the most inexpensive luxuries you can enjoy, because it pays for itself in savings. Let us tell you more about it. Write for the free booklet, "THE MAGIC OF WONDER SOFT WATER."

Permutit Water Conditioning EQUIPMENT

Made by THE PERMUTIT COMPANY
Room No. 709, 330 West 42nd Street, New York
Authorized dealers throughout the U. S. and Canada.

Factory to Femininity: Permutit is bridging the long gap between its old industrial field and its new domestic one with advertisements which translate the corrosive and clogging effects of CaO and similar components of hard water into dull hair and grayish lingerie.

will be named soon for the South, probably at Dallas, for the Pacific Coast, at Los Angeles, and for the West, at Omaha. Mr. Harris will continue to be "supervisor" in the East.

One problem has been not to "bite off" more trade prospects than could be assimilated. Although 200 dealers have been added in the last year, there is a sizable waiting list. Distributors and dealers are not just "appointed" and cut loose on their own. Each is "installed" thoroughly. Perhaps the biggest part of Mr. Harris' job is to stagger the factory salesmen's work judiciously, so as to find new outlets and to serve present ones.

Water conditioners are still a mystery to many consumer prospects. The price range has been reduced from an average of \$400, in 1931 to an average of \$250 today. There is a model as low as \$54.50. The higher-priced equipment has been made wholly automatic. Factory, distributors and dealers are doing many things to get the message over. More people have heard about—even know about—water conditioners. But still there has been enough mystery as to what they will do for "me" to slow the sales process.

"Sampling" Solves a Problem

This problem has been met in part by "sampling." One reason vacuum cleaners have been sold in greater quantity than electric refrigerators and oil burners probably is because they could be demonstrated *in the home*.

A 15-pound, chromium-plated, "sample" was developed for demonstrating Permutit water conditioning in the home. When the story was told the small conditioner was attached to water lines, and proved it.

"In the last six months," Mr. Harris said, "dealers and distributors have become so sold on demonstrations that they are loaning full-size conditioners to better prospects for periods of two to four weeks, at no cost to the prospects."

"A Des Moines dealer recently made seven full-sized trial installations in homes of able-to-buy prospects. Five of these were closed. One was a definite turndown. The seventh is still undecided."

"Sampling" I think has speeded up our sales process about 50%. With the small conditioner the salesman takes a bottle of soap solution. The prospect can compare for his or herself the dissolving of the soap drops and the making of suds in both hard and soft water.

"We have also tried to supply our distributors and dealers with effective

promotion material and national advertising support.

"A direct mail campaign we have employed for several years for getting dealers for distributors has averaged 11.71% return.

"A dealers' consumer campaign, of five mailings, has averaged 4.5% replies and 2.5 sales in the last 12 months."

Permutit's own consumer advertising is now running in column space in *House & Garden*, *Better Homes & Gardens*, *House Beautiful*, *The American Home*, *Country Life*, *Time* and *California Arts and Architecture*. Currently the illustration has shown a beautiful woman taking a bath, and copy has stressed the advantages of avoiding "bath-tub scum." This program will be expanded.

Although the Permutit Co. has re-

duced prices twice since introduction of its domestic department in 1931, and has consistently improved its water conditioners, Mr. Harris pointed out, the company also has sought to maintain distributor and dealer unit profits. One factor in this is the year-round stability in demand for these appliances. Refrigerators, radios and oil burners, he showed, have sharp peaks and valleys. Demand for Permutit water conditioners, however, fluctuates not more than 5% between January and June.

A successful refrigerator distributor in Davenport, Iowa, who recently added the Permutit line, writes Mr. Harris to say that he will "devote my entire time to Permutit within a 60- or 90-day period."

A lot of people are beginning to take their water seriously.

Sell a \$200 Unit by Fives? Coal Stoker Manufacturer Does It—and Breaks Records

Do you entertain all sorts of ideas about what can't be done in your business? Then read what this firm did and decide whether you're being hampered by limited vision.

BY LENA K. WYATT

IN the Fall of 1935 the Butler Manufacturing Co., maker of automatic coal stokers, found itself in an embarrassing position. Having helped itself to an increasingly large slice of the industrial cake each year since it entered the stoker business in 1930, the company had, for the first time, apparently bitten off more than it could handle. An intensive selling and advertising campaign, started the previous year, had resulted in a flood of orders which even a full warehouse and overtime production could not fill. The firm's sales increase for the year fell below the national increase for the industry, breaking a five-year record.

So distressing was the situation that when it was proposed several months later that the company extend its advertising to national trade media, there was some hesitation on the grounds that it was foolish to create an even greater demand if it could not be filled.

But cake is cake, reasoned R. B.

Lyman, sales manager, and Butler could not afford to forego its share of dessert, which was beginning to appear inexhaustible, simply because production had failed to keep step with the demand.

Why had it not been possible to fill the orders which poured in at the opening of the 1935-36 season? In the first place, production had not been limited by the capacity of the plant, but by warehouse space which would no longer accommodate a year's supply of stokers until time for Fall orders. But if the stock were turned over several times a year instead of once, the storage capacity would be increased and full-time production could be maintained for several more months each year.

In the second place, nearly all orders had poured in within the short space of two months in the Fall, greatly overtaxing all departments of the business. Granted that the stoker season was limited by natural causes to a few months of the year, was there

any reason why selling should become traditionally limited to that season?

Mr. Lyman saw one solution to both problems. If salesmen and dealers could be urged into *year-around* promotion of the product, thus creating a demand during the Spring and Summer months as well as in the Fall and Winter, stock would be moved, and the Fall rush would be spread out over a longer period.

But if a successful turnover were to be effected, the stokers must be moved not one at a time, but by twos, by threes, or—that was the word—*by fives!* A slogan, "Buy-Them-by-Fives," was born. A special inducement to dealers was added in the phrase, "and make more than 40% profit."

A similar slogan, "Buy 'em by the Sack," had made hamburger history, but increasing the units per sale of coal stokers retailing at from \$200 was decidedly a more difficult proposition. Mr. Lyman was not daunted.

Salesmen Given New Life

At the first of the year he called his salesmen into the home office, recalled the situation of the previous Fall to them, and presented his plan. Already enthusiastic over a new low-priced stoker and the wide dealer acceptance being gained by the trade paper campaign, the men were eager to try out the idea. A contest with cash awards to be made on a point system basis set them off to a good start. Special credit was given for every sale of five stokers.

An additional inducement to buy early was offered dealers in the form of a financing plan whereby they might order a number of stokers in the Spring and sell them before paying for them. "Buy now—pay in August" was the theme of the campaign. With the prospect of additional profit without the strain of heavy investment, dealers were not hard to sell.

By March—five months ahead of the regular season—orders began coming in—for five stokers. As proof that the orders were not merely the result of a first flash of enthusiasm, many of these dealers have already reordered—*by fives*.

Sales to date show a more than 400% increase over the same period last year—a figure which is expected to go even higher before the season is up. On August 22 the company will open a national consumer campaign to run in 12 magazines of general circulation.

Psychologically, the "Buy-Them-by-Fives" plan works wonders on both the dealer and the consumer. A dealer

who has five stokers on the floor of his salesroom has a definite consciousness that he is in the stoker business. Urged on by his investment, the chances are that he will sell the five machines about as quickly as he formerly sold one or two. From the consumer's angle, a substantial display be-speaks the dealer's faith in the product and assures the consumer that his position as a Butler retailer is no "fly-by-night" proposition; that in years hence he may obtain service from that dealer and possibly buy a second stoker from him.

In coordination with the "Buy-Them-by-Fives" plan, salesroom display has been especially stressed. The dealer is urged to put all five or more stokers on the floor. Among display material available at nominal prices are large cardboard reproductions of the company's trade-mark, the Automatic Butler. These cutouts are in four colors and even when used as the only form of display with the stokers are very effective. Four direct-mail pieces are available to dealers and sales kit pieces are furnished free in reasonable quantities for use by salesmen.

The company will introduce a new series of newspaper ads in conjunction with the opening of the consumer campaign this month. These are cartoon strips, a style of advertising not used heretofore by the company. The selection of this particular type of advertising was made after a survey had been conducted under the direction of Ferry-Hanly, the company's advertising agents, to discover the type of ad most read and remembered. Their survey showed that approximately four times as many newspaper readers

actually read and remember the cartoon ad as compared with other types of advertising. Butler will share expenses with the dealer.

The Butler dealer is made acutely conscious of the company's merchandising plan from his first contact with the Butler salesman. The usual sales approach is reversed and the dealer is thoroughly sold on the company's selling and advertising program before he is introduced to the merits of the stoker. When the dealer has pictured himself as a part of this program there is generally little difficulty in selling him the product, for he is already possessed of a desire to "cash in" on what he sees to be the inevitable results of so complete a merchandising plan.

The "Buy-Them-by-Fives" plan serves still another purpose in addition to increasing sales and relieving the storage burden. It greatly decreases shipping costs per unit. The stokers must be hauled from the Butler plant, several miles from the heart of Kansas City, to the freight station. The cost of hauling one stoker is as great as that of hauling five. Quantity shipments have reduced shipping rates, making possible greater profit for the dealer.

Salesmen and dealers are kept in close touch with the home office and with the activities of other Butler men through a house organ, "The Report." The organ is published bi-weekly and contains information on factors in the industry which will affect stoker sales, gives the progress of sales contests, presents new sales ideas, etc.

Butler entered into national adver-

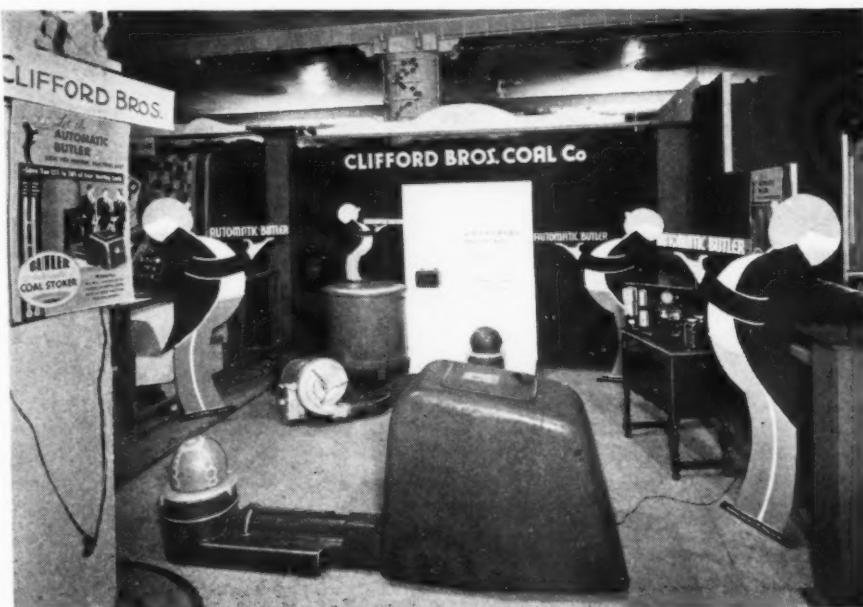


R. B. Lyman might have been lost to the coal stoker industry had it not been for a queer quirk of fate. While on a hunting trip in Canada several years ago, Mr. Lyman and his companions were driven into a cave by a sudden storm. Several unusual rocks on the floor of the cave attracted his attention, and he carried these back to the States with him. Some time later he had them assayed. The rocks were heavy with gold ore. A search over half the Northwest for the cave proved fruitless. He returned to direct the course of the budding automatic coal stoker business which the Butler Manufacturing Co. had assumed—a business which is proving somewhat of a gold mine in itself.

Mr. Lyman estimates that close to 100,000 stokers will be sold before the close of the 1936-37 season. In only one year out of the six since it entered the business has the company's sales increase failed to exceed by a large margin the general increase of the industry. This is the story of how the 1935 dilemma was solved.

tising with considerable hesitation. The distribution of its product was limited to the soft-coal burning area, which though large, might curtail results from the advertising. The business paper campaign proved, however, that national advertising did pay, not only in new dealerships of the desired type, but it proved a decided stimulant for old dealers. More inquiries were received from this particular campaign than had been received from dealers in five years previously.

The Butler automatic stoker is one of the newest products of the company, which has been long established. In addition, it manufactures dry cleaners' equipment, farm tanks, grain bins, oil equipment, steel barrels and steel buildings. If stoker sales continue to increase at the present rate, the product may become the leader of the company's lines.



Butler sells to dealers, for very little, large cardboard cutouts of its humorous Automatic Butler trademark, to lend color and gaiety to floor displays.



Drought Not Serious Enough to Retard Gains in Farm Income

Analysis of government figures shows 10% margin over 1935, recorded for first six months, a sound estimate for July-December. Ratio to total labor income encouraging.

BY LOUIS H. BEAN
*Agricultural Adjustment Administration
U. S. Department of Agriculture*

WHAT effect will the record-breaking drought of 1936 have on farm income for the remainder of 1936? In part, the question may be answered by reference to the income situation at present; in part to crop developments that are yet possible; and in part to the basic relation between farm and national income. So far this year farm income has averaged nearly 10% above that of 1935, and it is fairly certain from the facts given here that it may continue to show this improvement during the remainder of this year.

For June of this year, farm cash income was the highest for any month since June, 1930. The gain over last year amounted to 33% and represented an advance of 129% from the depression low in February, 1933, taking the seasonal factor into account. For the first six months of 1936 farm income was higher than for any similar period since 1930.

These recent gains in farm incomes have been shared by all regions except the South Central States, where, however, the more pronounced gains had occurred in 1933 and 1934. In Table A on this page we give the estimates of farm cash income from marketings

by regions for the first six months of 1929, 1933, 1934, 1935 and 1936.

The chief point of present interest in this regional tabulation is the fact that following the widespread drought of 1934 farm income was actually higher during the first half of 1935 than during the first half of 1934—not only for the country as a whole but for most of the regions within it. During the last half of 1934, July-December, farm cash income amounted to \$3,773,000,000, or nearly 25% greater than the income of the last half of 1933 and a good part of this improvement was carried over into the first half of 1935 as shown above.

In part, this improvement in a drought affected year was due to the general tendency for income from many farm products to be higher in years of smaller production, and in part to the higher level of industrial activity and consumer purchasing power. If consumer purchasing power continues its present upward momentum, farm income will not only show a gain over last year for the remainder of 1936, but will maintain that gain during the first half of 1937.

There is probably a greater dependence of farm income on the national income at present than in recent years. In the past, about half of the farmer's income—that derived from marketings chiefly of livestock and their products—was dependent upon the buying power of the domestic markets. The balance of farm income, derived from crops, was influenced to a large degree by international supply and demand conditions. In the past three years, however, with exports low, a much larger proportion of total farm income has been geared to the purchasing power in domestic markets. The

Table A: Farm Cash Income (Including Benefit Payments)

(Six Months, January-June)

Region—	1929	1933	1934	1935	1936
	(Million Dollars)				
North Atlantic	463	234	304	336	375
East North Central.....	849	377	422	623	691
West North Central.....	1,360	512	592	734	843
South Atlantic	347	170	254	247	271
South Central	720	328	447	476	452
Western	629	275	377	435	473
United States total	4,531	2,057	2,615	2,956	3,291

cash income derived from each of these two major groups of farm products for the years 1929 and 1932-1936 is given in Table B.

In 1929 the domestically affected products constituted a little more than half of the total. In 1935 and 1936 they constituted more than 60% of the total.

The nature of the interdependence between farm income and purchasing power may be shown clearly by comparing farm income in recent years with the bulk of the national income composed of all labor income, including relief payments. The labor income referred to here is chiefly wages and salaries of all groups except farm operators. For the first half of each year, 1929 and 1933-1936, the comparison stands as shown in Table C.

In the past two years farm cash income for January-June has been a little over 16% of the total labor income of the country compared with nearly 18% in 1929 and 14.5% in 1932. Approximately the 1935-1936 percentage may be expected to prevail in the first half of 1937.

Labor Income Higher

If in the immediate future farm income will continue to be predominantly controlled by the size of the national income and by the money income of consumers, it is significant to note the present upward tendency in consumer purchasing power. Labor income, a large portion of which quickly flows back into commercial channels, reached new recovery peaks successively each month from April to June, inclusive.

By June, 1936, labor income had recovered 54% of the total loss between the 1929 peak and the 1933 bottom. In terms of the available working population, income per worker was 26% less in June, 1936, than at the 1929 peak, but taking the increased living costs into account, it appears that the buying power per worker in June, 1936, was only about 9% lower than at the 1929 peak. This represents a gain of about one-third over April, 1933.

The current upward surge of labor income has the generally improving economic situation as a foundation and, in addition, is apparently aided considerably by bonus spending. This expanding labor income furnishes the necessary purchasing power to support continued gains in trade and productive activity, as well as in total farm income, although the latter will not be as evenly distributed by regions due to the drought, as it was in 1935.

AUGUST 15, 1936

Table B: Cash Farm Income from Crops and Livestock

Year—	(Million Dollars)			
	Crops	Livestock and Products	Benefit Payments	Total
1929	5,080	5,399	10,479
1932	1,880	2,448	4,328
1933	2,437	2,518	162	5,117
1934	2,965	2,866	556	6,387
1935	2,842	3,518	583	6,943
January-June				
1935	971	1,699	286	2,956
1936	1,183	1,937	171	3,291

Table C

January-June	Farm Cash Income —(Million Dollars)—	All Labor Income	Per-Cent
1929	4,531	25,525	17.8
1933	2,057	15,154	14.5
1934	2,615	17,179	15.2
1935	2,956	18,107	16.3
1936	3,291	20,101	16.1

Farm Market Analysts Agree Farm Income Will Hold Gains

Consensus of many of those who have made more than a cursory study of the present farm situation reveals that marketing men who may have formed their impressions of the extent and seriousness of the drought from newspaper headlines may be led astray, due to the tendency of many dailies to sensationalize drought news without giving equal play to offsetting factors.

These briefs from some leading farm papers, and others, are significant:

Corn Belt Farm Dailies:

"There is no comparison with the problem that confronted the country two years ago. People are prone to forget and to exaggerate. . . . The greatest difference between the two years is that this year the farmers nearly everywhere harvested a good early hay crop, so that the country is not destitute of feed as it was two years ago. Wheat has made at least part of a crop, and some sections did very well on the bread cereal.

"Many farmers have been surprised at their oats harvest. What appeared to be an almost complete failure is turning out a fair yield of heavy weight oats. A great deal of corn can still make a crop. . . .

"The general price level of farm products has become more and more favorable to the food producers, and thus the farm market continues to hold a promise for all those who are interested in it.

"A general knowledge of the situation as it prevails and affects farmers in different parts of the country, and those engaged in different kinds of production, is always a

more dependable guide than all the statistical material that can be accumulated.

"The June government report indicated a wheat crop of 681 million bushels; at 84 cents, the approximate September delivery price on that date, the total value would figure about \$572,000,000. The July government report placed the wheat crop at 638 million bushels; at 97 cents, the then September delivery price, the total was \$619,000,000. The July 15 wheat crop estimates of private statisticians averaged 665 million bushels; at \$1.04, for September delivery on that date, the total figured \$691,000,000. These figures indicate not only that the dollars are in the crop, but the effect of changing conditions on the ordinary run of agricultural statistics."

The "Agricultural Outlook," published by the Midwest Farm Paper Unit:

"Farm income during the rest of 1936 will probably continue to run ahead of last year and to be the largest at the corresponding season since 1930, unless drought remains unbroken. With demand improving, higher prices will make up for reduction in total volume to be sold.

"While crop prospects have been cut by drought, they are substantially better than in 1934, the record drought year. July 1 estimates of the United States Department of Agriculture indicated total acreage for harvest 9% to 10% over 1934, and average yields per acre about 12% higher than in that year. Compared with 1935, a decrease of 2% to 4% in acreage and about 10% in yields is indicated."

The Farm Journal:

"The national farmer—a composite of (Continued on page 279)

Any Dealer, Large or Small, Mass or Class, Can Use Pioneer's Fall Promotions

EVERY manufacturer who has a wide line of products runs into the problem of planning retail promotions which are suitable for large, medium-sized, and small stores, regardless of what assortment of merchandise they carry, or how big their windows are.

Pioneer Suspender Co., of Philadelphia, has developed a plan for a series of Fall promotions which effectively meets this difficulty. Any merchant can select whatever merchandise is suitable for his clientele from the point of view of price and style, and still can utilize the display material and the advertising provided by the company.

This is the way the plan works: Pioneer has designed for its first Fall "push" a promotion built around the idea that a man should own a pair of braces for every suit—not only so the colors can be properly harmonized, but also to obviate the necessity of changing braces from one pair of trousers to another with every change of suit.



What! Braces for the Ladies? Yes, sir! Pioneer Suspender Company thinks the vogue for tailored suits is just another sales opportunity, so they're out to sell the gals now as well as the men. This charming doll is Carol Hughes, Warner Brothers Star.

"A pair of braces for every suit" is the theme of Pioneer's large window display at right. The individual dealer tailors it to his needs by fitting braces from his own stock into the cards.

The window and counter display pieces and the tie-up dealer newspaper advertising mats are built around this theme. The larger pieces of display material, however, have spaces provided for the insertion of any design, style, or price of brace which the dealer carries in stock, which adequately matches up with the varicolored and varistyled men's suits shown in that display.

Thus the dealer can tie his own stock into the standard display material whether he handles strictly a quality line of high-priced goods, or whether he specializes more in merchandise with mass appeal. If the company had chosen to build a promotion around one specific group of its products, such a promotion obviously would not be suited to the needs of many stores.

For very large stores, two traveling special window displays have been built which are available only through special bookings. (See illustration.) Here, again, the theme of "a pair of braces for every suit" is carried out with individual cards featuring drawings of well-dressed men in a variety of different types of clothing: Blues, cheviots, greys, swaggers, checks, etc. And here again the department store or other outlet using the display can

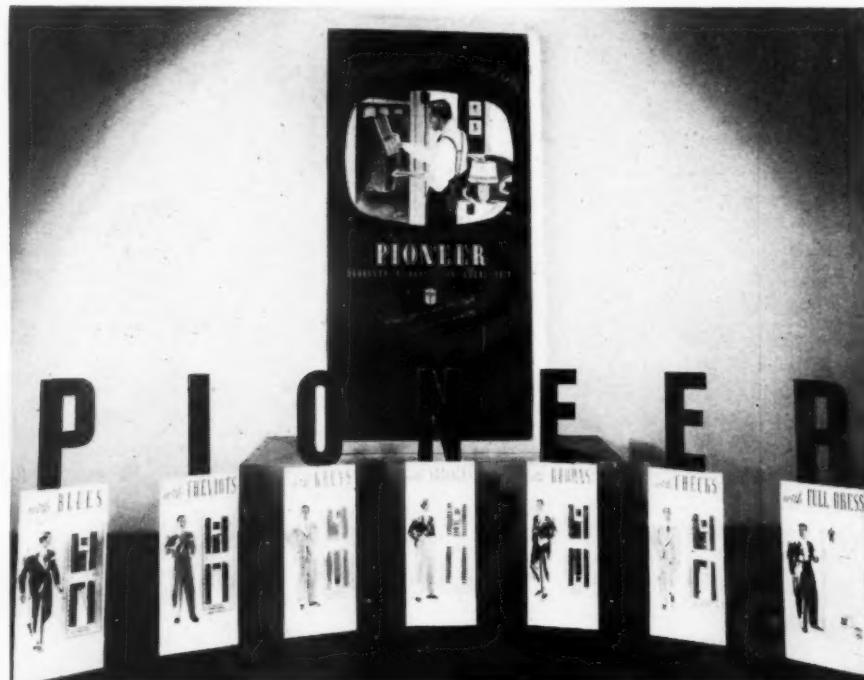
select from its own stocks, to be fitted into the display, pairs of braces which are correct in color and design, but which are tuned in style and price to the taste of their customers.

In the case of the large displays, the company has provided 100 of each of two, and they expect to obtain from these 600 windows within the next three months. All details of routing and shipping are handled by Pioneer's commercial display agency.

A second promotion, with display materials similarly handled, is built around custom-fit braces, and a third around matched sets of braces and garters.

In the case of each of these promotions, Pioneer will use space in national magazines such as *Esquire*, *Judge*, *Time*, *New Yorker*, and *Liberty*, emphasizing the theme of the month.

The whole plan is being presented to Pioneer dealers everywhere by the company's salesmen with the help of a giant portfolio which carries samples of dealer advertising, photos of the display materials, and pages selling the idea of concentration on the line. Pioneer is also attempting—and with some success—to get dealers to make more of an effort to sell a pair of garters with every pair of braces. In a campaign carried out by Strawbridge & Clothier of Philadelphia, this department store sold a pair of 50-cent garters to five out of every ten persons who purchased a pair of \$1 braces, and a pair of \$1 braces to two out of every ten persons who bought a pair of 50-cent garters, thus achieving a striking increase in their total



business on accessory items through intelligent suggestive selling.

Pioneer makes it easy for the retail dealer, no matter how limited his space or his own display service, to install Pioneer counter and window units that are attractive and sound from a merchandising standpoint through rough sketches (also included in the big portfolio) of various arrangements, with brief instructions. The salesman can select any of these as he talks, for recommendation to the prospect on whom he is calling.

Agile G-E "Circus" for Distributors' Salesmen Covers U.S. in 30 Days

No well-oiled circus exceeds the trouping agility shown this month by the traveling show of General Electric appliances and construction materials that is covering the country from Bridgeport to Seattle in less than 30 days. The show demonstrates to G-E distributors' salesmen the selling features of radios, laundry equipment, cleaners, fans and the other appliances on one day at each stop, and the next day covers the new G-E radial wiring system and the rest of the construction materials line.

In order to cover every one of the distributors' cities, day after day, without leaving a single gap in a tight schedule full of overnight train jumps and air flights, the G-E show uses three complete sets of duplicate "scenery" and display equipment. While kit No. 1 is in use at the first stop, No. 2 is being set up at the next city and No. 3 is on its way to the third.

Speakers and demonstrators are divided into two teams. Appliance men do their stuff Monday at the first town and then hop ahead while the construction materials men take up the show Tuesday. Then they, too, speed forward to cover the second day of the next show. And so it goes. Sometimes they move 200 miles a day and sometimes nearly 1,000.

With factory-made sound movies the G-E men show distributors' salesmen the improvements in each piece of major G-E merchandise, demonstrate strong competitive selling points and show just how to use them. Then speakers take up the story—some of them the very G-E men who appeared in the films—and hammer home a story intended to make distributors' men much more effective in 1936-37 than they ever have been.

AUGUST 15, 1936

The Scratch-Pad

Ideas, ideas, and still more ideas . . . that's an advertising man's life 50 weeks out of the year. And what a life!

* * *

Stalking an advertising idea recently, I stumbled upon a *manufacturing* idea. It seemed so basic, so startling in its simplicity, that I trembled like a man who had just witnessed an earthquake. I had an immediate search made of the Patent Office files. Now I know it was a good idea. Some guy got a patent on it in 1907! Heigh-ho!

* * *

At least seven of our western states might be named "ARIDzona."

* * *

Offered as a title for SM's new business horoscope service: "Sales Management's Star Gazer." And a slogan to go with it: "The Plan-It-arium."

* * *

Nell, the beautiful clerk model who has made this column before, steps up with a slogan for Pittsburgh: "It soots me."

* * *

And Ruth Williams tells how *not* to tie-in through window-display. It seems that Kugler's Restaurant in Philadelphia had portraits of Frankie and Johnnie in the window during the Democratic Convention. A sign in an adjoining window read: "Lobster Week."

* * *

On the foreign-wave band of my radio set, France and Germany are a scant thirty-second of an inch apart. They never get that close in reality, except with fixed bayonets.

* * *

"Future plans: nothing definite as yet" usually means that the agency has signed the account, but that nobody has the slightest idea what to do now.

* * *

I understand the New Dealers are calling him Governor Landau.

* * *

Wouldn't you be startled to see a shipment of caskets rolling over the rails, with this sign on the box-car: "Not a coffin—a carload!"

* * *

Alfonso of Spain may as well accept the verdict of his people—he ain't gonna reign no more.

* * *

If you *must* have a consumer contest, I suggest you turn the details of sorting and preliminary judging over to the willing and capable hands of the Reuben Donnelley Corporation of Chicago. (Advt.)

* * *

Republican slogan: "Alf & Alf makes one swell bloke."

* * *

Incidentally, any party could win on a platform of "Rain when you want it."

* * *

Overheard on the subway by Beau Beals: "I see you've just come back from a too-weak vacation."

* * *

Those slick city publications have no corner on cute titles, as witness this one from *Successful Farming*: "Bleaches of Promise."

* * *

The publishers of *Time*, by the way, are putting out a new publication which will be 99 44/100% pictures. I have offered them a selection of two titles: "Snaps" and "Lens." And later a third: "Photo Graphic."

* * *

A breadline is grim; and any writing man will tell you that a deadline is no bargain either.

* * *

Speaking of deadlines, August 15 is one of terror to ten millions of us who are allergic to ragweed pollen. Every hay-fever season, somebody is sure to tell me of a new remedy. After trying them all, I'll take vanilla.

* * *

It is said that a well-filled liner leaves for Europe every six hours on the average. Can this be prosperity? Or are they merely Getting Away From It All?

* * *

Bill Cameron states the writing man's ideal pithily: "A bushel of meaning in a pint of words."

* * *

The RCA Victor strike has been adjusted. The striker evidently listened to His Master's Voice.

* * *

"Nominated for the office," says Dixie Cups, which is one election tie-in that makes sense.

* * *

Lifebuoy or Listerine or some other of the deodorizing boys could do a swell poster, showing a man in a gas-mask handing the product to an offender.

* * *

Until I can think of a better headline for such a poster, I offer: "When a smeller needs a friend."

T. Harry Thompson

B Y
DOUGLAS MCPHEE

Millions Guzzle Juice and All's Well on the Pineapple Front

The canners have almost forgotten the word "over-production." Only four years old, the pineapple juice industry is already outstripping tomato juice and the sales curve is shooting for the moon.

If you would like to consider something pretty special in the line of modern commercial miracles, take a look at pineapple juice.

The pineapple represents Hawaii's second industry. Eighty thousand of its island acres are planted in neat geometrical patterns, from which are cut, each year, some thirty to forty million dollars' worth of golden products—sliced pineapple, crushed pineapple, and pineapple juice.

Perhaps a fourth of the total volume of pineapple shipments from the Islands this year will be in the form of juice. It may be more, or it may be less; it is impossible to say with exactness, because production figures for juice are the secrets of individual producers. But whatever the number of cases of juice tallied in 1936, it will be an amazing figure in view of the fact that there was virtually no such product in existence up to a very few years ago.

Still a Baby in 1932!

That's not quite right; there was pineapple juice—of a sort. It has been one of the products of the industry for more than 20 years. But in its present form, and as an important commercial commodity, pineapple juice did not make its appearance until 1932, and its meteoric rise in popularity among food products really dates from 1933.

Your own breakfast table probably tells you part of the story of what has

happened to pineapple juice since that time. Today the sponsors of this beverage proudly point out that it ranks "first among all canned fruit juices." By this choice of words they exclude the juice of the orange, most of which is not canned; and of the tomato, which is not a fruit (according to a court decision). If pressed, they will admit that orange juice and tomato juice both lead pineapple juice in present consumption, but they will go on to tell you that not even tomato juice, in the days of its tremendous and sudden rise to public favor during a prosperity era, made a record equal to that which pineapple juice has established in four years of depression and sluggish recovery.

To the Rescue Comes Juice

From 6,000,000 cases in 1920, the production of canned pineapple had doubled by 1930, and the pack was being sold at good prices. But when 1931 came along, with a pack of close to 13,000,000 cases, the pineapple business went into a dizzy side-slip. Reduced purchasing power on the mainland was making itself painfully evident in declining consumption. Drastic price reductions were powerless to arrest the falling sales curve. It was a time of surplus and red ink for practically every pineapple producer.

The industry united to meet the problem by controlling and prorating production and by extending its co-



operative national advertising campaign on an ambitious scale. An account of the extent and success of those efforts is a story in itself.

But some of the executives of the industry (Jim Dole, a pineapple pioneer since 1899, was perhaps the leader) had been working on another method of effecting stabilization. They had conceived that their industry would be in a better position if there was an alternative way of preparing the fruit for market. And they thought that such a way might be found in juice—provided their technicians could develop a satisfactory process of bringing the juice to the consumer with the same delicious flavor and healthful merits that nature had originally poured into it.

That Too Elusive Flavor

Pineapple juice had been packed, in insignificant quantities, for a long time. Anyone familiar with the fruit in its fresh form could realize that its juice ought to make a delightful drink, and it was inevitable that there should be attempts to preserve it for commercial use. The effort, at first, was to perfect a clear juice, and the method was to collect it in barrels and allow it to clear up by settling, after a preliminary heating. When the solids had settled out, the juice was decanted, cooked and canned in tin or glass.

The result was not very close to natural pineapple juice, however, or to the canned juice which the Ameri-



Ewing Galloway

These Hawaiian pineapple fields seem to stretch on indefinitely—but at the rate demand for canned juice is shooting upward growers may soon be planting new acres. What was a mere trickle in 1932 now is a flood of golden juice flowing down the gargantuan, ever-dry American throat.

can consumer is swigging today with increasing relish. The flavor and aroma of the pineapple are fugitive characteristics, which tend to disappear in a hurry when the juice is left opened. The product obtained from the early process, therefore, seemed flat, stale and (as a natural consequence) unprofitable. The producers themselves were not particularly enthusiastic about it. They did not care to push it.

Three Leaders Got Busy

But there was plenty of incentive to discover a way of offering *real* pineapple juice. Anyone in the food industries could see that the American consumer was juice-mad. Rivers of juices—citrus juices in particular, but also important tributary streams of juices of every color and flavor—were pouring down American gullets. The pineapple producers, thinking about the vast quantities of juice locked up in their fruit, different from any other and, to their way of thinking, infinitely superior, set seriously about perfecting a production process.

It is difficult to apportion the credit for the development of the modern juice. Three major producers represent the largest part of the juice business and have contributed most to promoting it. They are Hawaiian Pineapple Co. (Jim Dole's creation); Libby, McNeill & Libby, Ltd., and California Packing Corp. (Del Monte products). The industry as a whole

unhesitatingly recognizes the pioneering work of the Hawaiian Pineapple Co. in pouring out money and effort to perfect a commercially acceptable juice, and it seems probable that this company was ahead of the field in the first solution of the problem. It is also true, however, that Libby was experimenting assiduously with the same ends in mind, and that it followed close on the heels of the Dole organization. Del Monte, traditionally sound and conservative, followed along with its own methods, introduced somewhat later.

Now Tail Almost Wags Dog

Whatever the exact order of priority, the facts are that pineapple juice as a modern product was brought into existence at the bottom of the depression under a double stimulus—an internal condition requiring stabilization for the industry; an external condition of latent demand for a juice product such as the industry knew could be obtained from pineapple. And each of the major companies claims its own special contribution to the processing and canning technique.

It is important to note that pineapple juice is in no sense a by-product, any more than steel is a by-product of iron. There are by-products in the complicated processes of pineapple canning; excess juice, for example, is saved and converted into sugars and acids for industrial purposes. But the juice that is canned as pineapple juice

is the sole product derived from the millions of glowing ripe fruits that are devoted to that purpose.

In fact, so large has the juice end of the industry become that a certain share of the pineapple acreage is now planted expressly for juice production. The fruit from this acreage is cut and pressed, and the extracted juice is submitted to a brief pasteurization cooking process, rigidly controlled as to time and temperature. The details of this process are very, very secret; but the result is widely and favorably known—a product that comes strikingly close to the natural fluid of the fresh pineapple. Even since its introduction in 1932 the juice has been gradually improved by refinements in the process.

Debut at Chicago Fair

By 1933, the industry knew it had something big. (It is doubtful whether it knew then, or knows now, just *how* big.) Libby introduced the product at Chicago's Century of Progress in July, on Hawaiian Day. It maintained 20 pineapple juice stands on the Fair grounds, and it studied with mounting satisfaction the reaction of thousands of consumers, who had come from all over the United States to look at Chicago's wonders and who had discovered—pineapple juice. The response from this experience, virtually a sampling of a cross-section of the American market, confirmed the belief that pineapple juice would catch on. Further evidence came from a test in regular retail outlets in Chicago, accompanied by newspaper advertising. Demand for the product kept a jump ahead of the stock that could be rushed into the market.

Then came national magazine advertising. Again there is friendly dispute as to priority. The first national copy for juice to appear in magazines was a black-and-white page for Hawaiian Pineapple Co., in September, 1933. But almost immediately appeared the first color advertisement—a double spread for Libby.

The advertising support for pineapple juice has continued and increased. In 1934 and 1935 Dole and Libby carried the load between them; in 1936 Del Monte, ready at last to put its huge strength behind the new product, joined them by unlimbering a heavy pineapple juice campaign separate from its national advertising for the general Del Monte line.

It was unnecessary for organizations of this type to resort to sensational expedients for getting distribution and introducing the product. All that was

necessary, seemingly, was for them to make the juice available, and demand promptly overran the country like a prairie fire before a stiff tail-wind.

In fact, although these producers have constantly revised their estimates upward and have increased production as fast as mechanically possible, they have consistently under-guessed their market, and at least one of the big three is right now seriously embarrassed by lack of juice to fill orders.

What is the present level of production? An answer is doubly difficult to get, because of steadily increasing demand and because of the general hush-hush policy. One published guess (hardly more than that) calculates that production of juice was two million cases in 1935 and will total three million in 1936. An alternative estimate, by an executive of one of the big producers, is four million cases for this year. Another official plays safe and says production in 1936 will be somewhere between two and one-half and four million. On the other hand, if pineapple juice maintains its record of outstripping tomato juice, the 1936 total might be more than four and one-half million cases, for tomato juice hung up a record of 4,400,000 cases in the third year after it passed the million-case mark. Whatever the figure this year, it will be a whopping big one for a product which started out to market only three years ago.

"Fancy Sliced" Prospers Too

The question naturally arises: How does the sale of x-million cases of juice affect the sale of canned pineapple? And the answer, strangely enough, seems to be "Not at all."

The producers were inclined to be wary, at first, suspecting that some people who learned to drink their pineapple would possibly give up eating it. But it hasn't turned out to be so. During all the period of the rapid rise of juice, sales of canned pineapple have recorded a good, substantial, steady gain; and the price has notably strengthened. In 1932, when the industry faced its crisis, the price on No. 2½ fancy sliced had sunk to a disastrously low \$1.35 a dozen. By the end of 1933, when a measure of co-operative control had been accomplished, it had risen to \$1.80, where it stands today. The juice business, therefore, appears to represent an entirely new stratum of demand, or largely so, as far as pineapple is concerned.

Since the juice was first introduced,

monthly sales by the packers have risen with hardly a break. The producers don't know yet whether their product is markedly seasonal in demand. They can't tell because there has been no decline; almost every month sets a new all-time record. Factors which tend to increase consumption in Summer, such as the popularity of the juice in long, tall, frosty ones, are counterbalanced by special Winter factors—when the consumer pays more attention to vitamin quotas, and fresh fruits are relatively scarce.

Pineapple juice is so fast-moving a

phenomenon that facts concerning its use go quickly out of date, but some indication of consuming habits is afforded in the findings of a survey conducted in 1935. At that time, among the families using the product, 78% employed it as a meal-time beverage, 19% in mixed drinks, 12% in preparing desserts, 4% in cooking and 3% in other ways. (Total is more than 100 per cent, because many families reported more than one use.) And consumers who have discovered the product use it frequently; the average was two servings in three days.

Marketing Flashes

[New Use for Dry Ice—Will Lockers Change Meat Packing?—Autos, Planes Try Fresh Wrinkles]

No More Spit-Backs

Candyser Co., Buffalo, N. Y., is pushing through chain stores a one-pound box of assorted chocolates as "The Ready Dessert," a different topper-off to the dinner that requires no preparation. Candy-munchers, who dislike being puzzled by anonymous chocolates, will be glad to learn that each piece is labeled on a cardboard divider in the box. Consequently there's no tentative nibbling with "Oh, I thought this was a nut piece. I'll put it back."

Air Conditioned Autos

The recent heat wave brought forth what may be the forerunner of a new industry: Cooling automobile interiors. L. G. Peed, De Soto Motors v.-p., saw it tried by some unknown genius in Phoenix, Ariz., and when desert temperatures blistered Detroit Mr. Peed tried it for himself. The device is simple:

A wire basket is fastened beneath a car's slightly opened cowl ventilator. Twenty pounds of dry ice are placed in the basket, and one rear window is left open, all others being closed. When the car is in motion even the hottest air from sweltering streets is tamed by its passage over the dry ice—which has a temperature of 110 degrees below zero.

In test rides around Detroit the thermometer was hitting 105. An additional 10 pounds of dry ice were put in a carton in the rear of the car. Both supplies lasted for five hours, and lowered the interior temperature from 15 to 20 degrees. Of course, dry ice does not melt into water.

From such crude beginnings great industries have grown. Perhaps all

cars of the future will be equipped with air conditioners. Should the land be fried by many more thermometer-busting Summers (may Old Sol forbid) there will be bevvies of car buyers who will demand coolers as standard, or at least optional, accessories.

Flying Clipper Cruise

Taking a leaf from the steamship lines, Pan American Airways brings out an all-expense, two- or three-weeks' "cruise" to Rio de Janeiro. A magazine list, direct mail, and tie-ups with travel agents are proclaiming:

"Imagine covering 12,000 miles and ten fascinating foreign lands in the space of an ordinary vacation! . . . You sleep ashore each night in a comfortable up-to-the-minute Airway Hotel. Five days en route to Rio and four coming back, with overnight stops each way. . . . The two-weeks cruise with three days in Rio costs \$665. Three weeks, with ten days in Rio, costs \$695."

The one-cost cruise is "a definite departure" by Pan American, and is being tried out from now until November because this is a dull season for North to South American travel. Should all of the 32-passenger planes be filled, the line—and possibly competing lines—will run others. Just over the horizon are all-expense air cruises to anywhere.

Pastures New

George E. Smith, v.-p. and purchasing mgr. of Reo Motors, has been named assistant gen. mgr. One of Reo's founders, Mr. Smith has been purchasing mgr. since 1904 and a di-

sector for almost 30 years.

Reo's domestic sales have been transferred to Reo Sales Corp. under the direction of Elijah G. Poxson, president. He has been with the company since 1924.

Ralph B. Austrian and M. F. Burns have been elected assistant v.-p.s. of the RCA Manufacturing Co. They will handle contacts with movie producers and theatre operators for RCA's Photophone sound recording and reproducing equipment sales activities.

Emerson Brewer, former adv. mgr. of Schenley Distillers Corp., goes to take the same post with *Beverage Retailer & Wholesaler*, wine and liquor weekly trade paper.

No Spearmint for Kentucky

The William Wrigley, Jr., Co. has cancelled all advertising in Kentucky because of a sales tax slapped on there which raised the price of chewing gum from five to six cents a package. President Philip K. Wrigley explains that consumer resistance was too stiff for the heaviest ad barrage to break through.

It looks like Kentucky's Colonels will have to get their mint from a long, ice-filled glass.

College Cosmetic Course

New York University will offer a course in cosmetic hygiene next semester—the first ever given by any college.

"Designed to meet the steadily increasing demand for sound, constructive information on cosmetic preparations and treatments, including ingredients, methods of manufacture, and the effects of various types on the skin and hair," the course is expected to appeal to "teachers of beauty culture . . . directors of personnel agencies, instructors of salespeople, and advertising copywriters."

Miss Florence Wall, consulting chemist, editor of *The Chemist*, will lecture and give the demonstrations.

Should the course be imitated by other universities, many an advertising agency vice-president will turn down a poker session invitation with "Sorry, got to go to my class tonight. We are having a test on Mascara's Effect on the Eyelash and on the Boy Friend."

Keeping the Bacon

With 50 "locker plants" in operation in Iowa and 20 more under construction, something entirely new in the merchandising of foodstuffs has developed in the Middle West. The lockers are built in cold storage plants and rented to consumers. Each locker will hold a quarter of beef, a pig or a sheep, with some room left for vegetables.

Meat packers quick-freeze the food and sell it to users. The latter withdraw the product as desired. A locker with a capacity of 300 to 350 pounds of meat usually rents for about \$10 a year. Farmers started the idea, it is said, in order to preserve their produce both for personal use and to wait for a rising market. Townspeople now, however, are taking to the plan because of its obvious economy.

The movement originated in independently-owned cold storage plants. Recently several farm cooperatives have built lockers for members. Lockers are spreading almost as fast as a prairie fire.

Everlasting Batteries

Kathanode Corp., New York-Chicago, announces through trade papers the advent of an automobile battery that is "guaranteed as long as you own your car." Consumer magazine campaigns start in September. "This marks the first time that any battery



Limey: L. Rose & Co., London, whose American distributors are Harold F. Ritchie & Co., bring raw lime juice from Dominica, B.W.I., and process it in Bloomfield, N. J. These are the bottles in which it travels before mixing in rick- eys, collins and other cocktails. Lime sprigs are blown in the glass, and colored closures are added by Owens-Illinois Glass Co.

manufacturer has ever made such an offer."

Long life of the new battery, say Kathanode officials, is derived from the use of flexible and highly porous retaining mats of many layers of finely-spun glass, placed against both surfaces of the positive plate. Ordinarily the life of a battery shortens as particles of the active material drop away from the positive plate. These laminated mats of glass fibre hold even the most minute such particles in place, while still permitting a free supply of the electrolyte to the entire plate surface.

Although it has been employed for 11 years on special installations, only recently was a method discovered of applying this Kathanode principle to auto batteries.

Deliver It Yourself

Cheap-jack tailors used to say, "Walk one flight—save \$10." Now the auto companies are employing a variation of the same scheme. It might be called "Every buyer his own delivery man." As explained by C. P. Simpson, v.-p. and s.m. for Pontiac:

"Purchasers of new Pontiacs may take delivery at the factory and use

(Continued on page 266)



Section of the Firestone display at the Great Lakes Exposition in Cleveland. The farmyard, complete in every detail, has all its equipment shod with Firestone tires.

AUGUST 15, 1936

What Products Get the Best Push in Independent Drug Store Windows?

MRCA study made in June shows full display in 55% of windows — Eastman, McKesson & Robbins, Gem, Camel, and Colgate appear in largest number of windows.

DO you want display in the windows of independent druggists? You *should* be able to get it. No one else can be said to be "hogging" it. The manufacturer who in June was most successful (not only that but he had half again as many displays as the manufacturer in second place) had displays in only 15.2% of the windows.

Market Research Corporation of America field workers checked the 356 windows of 141 independent drug stores, marking down the name of every product and indicating whether it had (a) full display, (b) more than half, (c) half, (d) less than half.

The score sheets show the following divisions:

	No.	%
Full displays.....	197	55
More than half the window.	28	8
Half	66	19
Less than half	131	37
	356	100

The checking was done in the following cities: New York, 54 stores; Detroit, 25; Los Angeles, 25; Dayton, 13; Chicago, 10; Bloomington, Ill., 3; Cedar Rapids, Iowa, 3; Harrisburg, Pa., 3; Portsmouth, Ohio, 3; Elmira, N. Y., 2. All checking was done between June 12 and June 15.

The 15 leaders in number of displays were:

	% of windows
Eastman films and cameras*....	15.2
McKesson & Robbins' products	10.0
Gem razors and blades*.....	8.4
Camel cigarettes*.....	8.1
Colgate-Palmolive-Peet products	7.9
Chesterfield cigarettes*	5.3
Squibb products	5.3
Flit	4.8
Coca-Cola*	4.8
Alka-Seltzer*	4.8
Kleenex	3.9
Kotex	3.1

* Ranked high in number of displays occupying half or more of a window.

Dr. Scholl*	3.1
Italian Balm	2.8
Old Gold cigarettes*.....	2.8

Displays of 497 different branded products were observed in the 356 windows. There were displays occupying half or more of the window on 113 of these products.

Full Window Displays

Number of stores with full window displays

Mulsified Cocoanut Oil Shampoo	2
Roger and Gallet soap.....	2
Squibb's mineral oil.....	2

Fifty-one other branded products each had one full window.

Leaders in displays occupying more than half of the window space (but less than full) were: Eastman films and cameras, Gem razors and blades, and Squibb products.

Eastman and Gem also led in the number of half windows, followed by Camel, Alka-Seltzer, Brigg's Pipe Mixture, Chesterfield, Mentholatum, Coty, Flit and Sunfoe lotion.

The combination or full—more than half—and half displays results in the following scores of leaders (in number of displays):

Product	No. of Window Displays
Camel	22
Coca-Cola	13
Eastman films and cameras..	12
Gem razors and blades.....	12
Chesterfield	10
Old Gold	7
Dr. Scholl's foot remedies..	6
Agfa-Ansco films & cameras	4
\$1,000 Guarantee products..	4
Bromo Seltzer	3
Chappel's ice cream.....	3
Dorothy Gray sunburn cream	3
Elizabeth Arden products...	3
Houbigant products.....	3
J & J products.....	3
McKesson & Robbins' products	3
Philip Morris	3
Squibb's milk of magnesia..	3
Yardley's products.....	3
Alka-Seltzer	2
Bristol-Myers products	2
Cheramy products	2
Granger pipe tobacco.....	2
Green Spot orangeade.....	2
Koromex	2

Product	No. of Window Displays
Camel	26
Eastman films and cameras..	20
Gem products	20
Coca-Cola	15
Chesterfield	13
Old Gold	9
Alka-Seltzer	6
Agfa-Ansco films and cameras	5
Bromo Seltzer	4
McKesson & Robbins' products	4
Mentholatum	4
Philip Morris	4
Squibb's milk of magnesia..	4
Brigg's pipe mixture.....	4
\$1,000 Guarantee products..	4

Space does not permit the complete listing of all brand names belonging in the "more than half" group above, nor to the larger group following—products given less than half of a window display. The editors will be pleased to answer inquiries as to the number of displays found on any product.

The twenty-ninth of a series of surveys made exclusively for **SALES MANAGEMENT** by the Market Research Corporation of America, under the direction of Percival White and Pauline Arnold; interpretive comment by Philip Salisbury, executive editor.

Products Given Less Than Half Window Display

Product	No. of Window Displays
Eastman films and cameras..	34
Flit	14
Kleenex	14
Alka-Seltzer	11
Kotex	11
Gem razors and blades.....	10
Italian Balm	10
Larvex	10
Barbasol	9
Colgate shaving cream.....	9



The Winner: Eastman Kodak ranked first in total number of displays; first in less-than-half-windows; second in combined half and full-windows; third, in full window displays.

Cashmere Bouquet soap.....	2
Castoria	2
Coca-Cola	2
Cream of Kentucky whisky..	2
Danderine hair tonic.....	2
Diamond tints and dyes....	2
Dickinson's witch hazel....	2
Ex-Lax	2
Extermocide	2
Gilbey's gin	2



Runner-up: Camel leads in number of full windows and in combined full and half-window displays, but it is fourth in total number of displays and farther down the list in the less-than-half-a-window category.

Ipana	9
Modess	9
Ovaltine	8
Pond's tissues	8
Aqua Velva	7
Petrolager	7
Bisodol	6
Chesterfield	6
Colgate's tooth paste.....	6
Dr. Lyon's tooth powder....	6
Vitalis	6
Wildroot hair tonic.....	6
Yardley's products	6
Calox	5
Dr. Scholl's foot remedies..	5
Dr. West's tooth paste....	5
Fitch's Dandruff Remover shampoo	5
Gillette's products	5
Lavoris	5
McKesson & Robbins' liquid petrolatum	5
McKesson & Robbins' milk of magnesia	5
Mulsified Cocoanut Oil shampoo	5
Old Quaker whisky.....	5
Pepsodent antiseptic	5
Seagram's whisky	5
Dr. West's tooth brushes...	4
Griffin's All-White	4
Hind's cream	4
Houbigant products	4
Kolynos	4
Lucky Strike	4
McKesson & Robbins' rubbing alcohol	4
Mollé shaving cream.....	4
Palmolive 'shaving cream.....	4
Peterman's Discovery	4
Phillips' milk of magnesia	4
Polar moth balls.....	4
Squibb's milk of magnesia..	4
Sunfoe lotion	4
Unguentine	4
White Rock	4
Williams' shaving cream...	4

Bauer & Black surgical supplies	3
Bayer's aspirin	3
Bug Doom	3
Camel	3
Canada Dry	3
C.N.	3
Coty's products	3
Crab Orchard whisky.....	3
Enerjine	3
Eno	3
Enoz Moth Spray	3
Five O'clock gin	3
Four Roses whisky.....	3
Konjola	3
La Corona cigars.....	3
Listerine antiseptic	3
McKesson & Robbins' antiseptic solution	3
McKesson & Robbins' suntan oil	3
Noxzema	3
Paul Jones whisky.....	3
Pebeco tooth paste.....	3
Schiffelin moth flakes	3
Tek brushes	3
Town Tavern whisky.....	3
White Horse Scotch whisky.....	3
Wilken family whisky.....	3
Anacin	2
Baume Bengué	2
Bedesee mineral oil.....	2
Belvedere	2
Bromo Seltzer	2
Bug-A-Boo	2
Amphorettes	2
Monarch food jug	2
Mothex bags	2
Murine	2
Nyal products	2
Old Mission wine	2
Old Mr. Boston whisky.....	2
Ole Virginia cooking sets...	2
Page & Shaw chocolates	2
Pee Chee	2
Penslar remedies	2

(Continued on page 275)



His Work Never Stops: As soon as this daring painter finishes the final coats on the San Francisco-Oakland Bay Bridge, he will start over again.

A FEW pieces of metal atop an old fort won for The Paraffine Companies, Inc., the largest paint contract ever awarded. The San Francisco-Oakland Bay Bridge (four and a half miles long, costing \$77,000,000) will be protected with Pabco paint, thanks to a test fence which the company used skillfully to secure the huge contract.

Other elements, of course, were carefully considered by Bridge Builders, Inc., the firm doing the painting job, before Pabco was commissioned to supply 200,000 gallons to cover the bridge's steelwork. According to Paraffine's vice-president and treasurer, R. H. Shainwald, "The concern to receive the contract had to be large enough to take care of the tremendous volume required.

"Further, exacting schedules of delivery had to be established, and the company's ability to meet these dates, as based on past records, was an important consideration. Manufacturing equipment, research facilities, buying

Pabco's Five-year Test Wins World's Largest Paint Job

The San Francisco-Oakland Bay Bridge breaks many construction records. One of them is the amount of paint required for its steelwork. Here is how The Paraffine Companies, Inc., won that coveted contract by testing its paint under actual weather conditions and proving it right for the job.

power, ability to service the job properly—these and many other factors were analyzed before the award to Pabco."

But Paraffine's test panels played an important role. Long before construction was started on the bridge across San Francisco Bay and the Golden Gate, the company obtained permission from Army authorities to place painted test plates on Fort Winfield Scott, directly under the approach to the Golden Gate Bridge. For nearly five years these metal "silent salesmen," each painted with a different type of paint, were exposed to the sun, wind, rain and fog.

They Talked Turkey

When the moment came to talk contracts, Pabco's salesmen were backed up by these time-tried panels which had demonstrated that their painted surfaces could stand the severe weather conditions to which the bridge would be exposed. Accordingly, The Paraffine Companies, Inc., were commissioned to supply all of the paint for the Bridge Builders, Inc., workmen. B. B., Inc., was low bidder for the entire job at \$835,000.

Seven different types of paint are used: Steel primer coats, cable paste, field coats and finish coats of jet black, yellow and aluminum. The last was selected because of its beauty, protective qualities, and for visibility by airplanes—which fly over the bridge constantly. Aluminum Co. of America shipped to Pabco a 36,000-pound carload of aluminum paste to make the paint.

Hanging like spiders to cables on the giant suspension bridge, the painters began their endless task several months ago. When they finish for the first time they will start all over again, for bridge painting is a continuous operation. From now on there

will always be a painting crew at work.

Fortunately for Pabco, its plant at Emeryville is almost at the bridge's eastern terminus. Hence there was no difficulty about shipping the 200,000 gallons on a continuous schedule.

November 12 is the day set by Chief Engineer C. H. Purcell for opening the San Francisco-Oakland Bay Bridge to automobile traffic. In addition to the 23,000 feet of the bridge proper, approaches of four miles more bring its total length to over eight and a half miles—the largest engineering feat of its kind in history. The California State Highway Commission, responsible for the project, expects it to last for the next thousand years.

Both the San Francisco-Oakland Bay Bridge and the recently completed \$35,000,000 Golden Gate Bridge will serve as inspiration for a forthcoming San Francisco Exposition. The throngs of visitors who gaze at the glistening towers of these colossal spans will give no thought to the bits of metal atop the battlements of abandoned old Fort Scott. But Pabco will remember, and so will its salesmen.

Plaskon Absorbs Unyte in Important Merger

The business of the Unyte Corp. was merged early this month with that of the Plaskon Co., Inc., of Toledo and New York, thus making Plaskon the largest producer of urea formaldehyde resins in the world. For the present the name Unyte will be continued on part of the plastic compound output of the Plaskon Co. Officers will be those of the Plaskon Company—James L. Rodgers, Jr., president; Horton Spitzer and R. B. Harrison, vice-president; C. O. Marshall, secretary; W. R. Feldtmann, treasurer. Directors will be H. D. Bennett, president of Toledo Scale Co.; W. P. Pickhardt, former president of Unyte; and James L. Rodgers, Jr.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Dealer Helps and Demonstrations]

Teamwork

A duet of food companies is tying up with entirely unrelated products for the greater glory of both. First, there's Quaker Oats Co. Simultaneously with the release of the Warner Brothers movie, "The China Clipper," QO (and agents Fletcher & Ellis) will release ads in 185 newspapers nationally offering children aviator's goggles, pins and the makings of a miniature China Clipper in exchange for Puffed Rice and Puffed Wheat box tops.

The shot, explains QO's Eastern manager, Thomas J. Shea, supplements the regular Summer schedule and is to help dealers clear their stocks. Many grocers, fearing higher prices on account of the drought, have bought more heavily than usual.

Pillsbury Flour Mills Co. also joins hands with Hollywood. Puppet theatres representing Columbia Pictures' animated cartoon Scrappy are to be provided 150,000 grocers handling Pillsbury's Farina, and to movie exhibitors showing the pictures. Purchasers of two boxes of Farina get a puppet theatre, and all children attending Scrappy matinees get one.

The offer will be announced over 36 NBC stations. Grocers and movie houses will get plenty of posters and such to attract attention.

Candidates, Ahoy!

Countless advertisers are trying to hitch their products to the tail of the interest stirred by the coming national election. Hammermill Paper Co., Erie, Pa., and agents BBDO have a different angle on the quadrennial hurly-burly. In *Time* and *Collier's* they speak directly:

"To men and women who are candidates for public office. Being a worthy candidate isn't enough. You must convince the voters of that fact. One way to do it is to talk with them, face to face. Another way is through messages on paper. Hundreds of candidates this year are going to win . . . because they know how to put paper to work . . . Good-looking campaign letterheads. . . . Printed forms that demand action and pin down responsibility. Neat but powerful posters. . . . Let Hammermill be your running mate.

"Just out 'Special Candidates Portfolio' to help you in your campaign. Contains actual printed and duplicated

pieces, suggests right sizes, shows proper selection of paper to give correct impression yet keep down expense. Free to candidates of any party. Address Hammermill . . . mentioning the office for which you are running."

Undoubtedly bales of paper will be covered with campaign arguments. A considerable portion of that paper should be from the astute Hammermill mills.

Univex Camera Clicks

Universal Camera Corp. through eight drug, sporting goods, and photographers' trade papers is laying the foundation for "the largest advertising campaign ever put behind any movie camera line." In September consumer ads will start in newspapers of 25 markets, coast to coast, and in a string of magazines. By the end of the year, reports Franklin Bruck Advertising Corp., agency, some 50 magazines and dailies of 60 cities will carry Univex copy.

Univex Cine 8 and companion projector are "the lowest priced in the world" for taking and projecting 8 mm. films, and Univex film is likewise priced for mass markets. Theme

of the series will be, "Movies at less than the cost of snapshots."

Raymond Spector, merchandising counsel for Franklin Bruck and Univex, declares that the latter will dig into the almost unscratched movie camera market like a gape-jawed excavator. At present there are only some three to four hundred thousand movie cameras in this country; Americans, however, are taking snapshots with 16,500,000 still cameras. With the Univex at \$9.95 and the projector at \$12.50, the company hopes to make the movie as popular as still pictures. A sales quota of a quarter of a million has been set for the first year. Judging from the advance orders and dealers' enthusiasm, Univex expects to pass that quota with ease.

Beautyware Blast

Briggs Manufacturing Co. detonates a newspaper blast in 18 cities east of its home town, Detroit. Full color pages in roto sections start the campaign to emphasize the two-tone color combinations of Briggs' Beautyware plumbing fixtures. Smaller b. & w. ads will follow.

Distributors and master plumbers are being urged to fill their windows and showrooms with rainbow-tinted tubs and bowls; to tie in with local safety drives by pointing out that Briggs tubs have non-skid bottoms, hence decrease slips and falls while bathing.

Grace & Bement, Detroit agency, is directing.

Monumental Advertising

Memorials Art Co., Inc., Buffalo, N. Y., cracked a precedent right spang in two and advertised a sale of monuments. (Tombstones to us, but don't tell the company we said so. Like morticians they prefer the tonier word.)

To the "astonishment" of President D. Kinsley, "our sales during one week exceeded in number the entire month of May, which is considered one of the best months in the monumental business because of Memorial Day. By popular demand we are forced to continue our sale for another two weeks."

Memorial dealers have generally considered it unethical or indecent to advertise prices. Indeed, the ad staff of the Buffalo *Evening News* can recall no other sales ads for tomb—oops—memorials.

Color for Kellys

John B. Stetson Co., Philadelphia, next month tosses a giant-size hat into

(Continued on page 277)



Sausage in Joseph's Coat: Visking Corp., Chicago, takes the front cover of *National Provisioner* to tell the trade of its latest fibrous overcoat for sausage. Designs come in many patterns, plaids, daisies, fleur de lis, spider web, etc. Packers may have their own special designs. "In view of the fact that a special process is involved, and regardless of the fact that we believe it adequately covered by patents," Visking is keeping mum on the way the designs are made.

Overhauling of Sales Methods Brings Gruen Back to Profit

THAT modern merchandising methods are not incompatible with the best traditions of an old, conservative firm is strikingly illustrated by the experience of the Gruen Watch Co., Time Hill, Cincinnati. Up-to-date policies have brought the company's dealers the best graduation business in its history; and other lines are moving rapidly.

Gruen was founded in 1874. For 60 years it was known for the high quality of its products, and for rather conservative merchandising. But what was once "conservative" became "old-fashioned" with the changing times. In addition, depression hurt Gruen, as it did all other watchmakers. When a new management took control in May, 1935, fresh selling policies were inaugurated. And business began to climb. A net profit was made for the fiscal year ending March, 1936; whereas the previous year a serious loss was suffered.

While this improvement may be in part attributed to better general conditions, it is due in far greater measure to the specific activities of the new management:

They restyled their product, package and advertising.

Provided more and better dealer helps. Introduced new models.

Advertised more extensively.

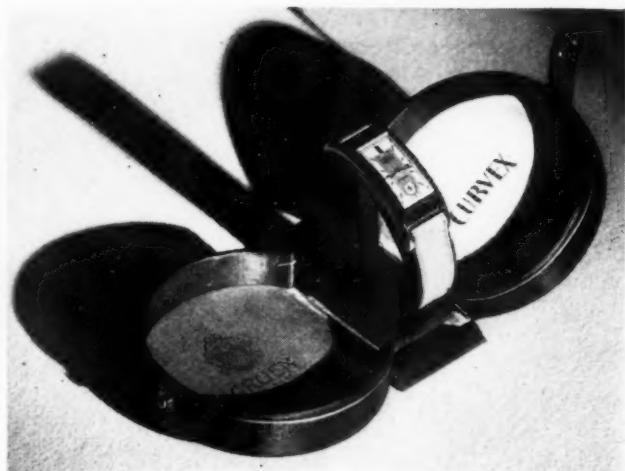
Provided better equipment for their salesmen.

Promoted a series of unusual campaigns.

Among the new models was the revolutionary "Curvex," on which both the case and the movement itself were curved to fit the wrist. This principle, it is explained, permits more rugged construction, is ultra-modern in style, and gives a wrist-watch pocket-watch accuracy.

Other new models included a series named for and sponsored by people prominent in the public eye. Of these, the "Victor," and the "Victoria," spon-

Eugene J. Lux designed this package for Gruen's "Curvex." The round, double-disc package holds the curved watch and wrist band snugly. Airplane cloth forms the cover in an ultramarine blue with a silver braiding stripe. Since the product is for men it is essentially masculine, with an air of quality. Introduced in October, 1935, the "Curvex" was oversold within 60 days. By December the company had to decline orders for immediate delivery until production caught up with demand.



New appeal for the product through redesign, more advertising, realignment of dealer help plans and special seasonal selling campaigns are some of the factors which last year turned red ink to black for this 62-year-old company.

B Y D. G. BAIRD

sored by movie stars Victor McLaglen and Helen Hayes, were the first. These are tied up with the sponsors' fame in all current advertising.

A greatly expanded advertising schedule includes national magazines, a weekly broadcast over the Mutual network, nightly spot announcements and "chain breaks" over other stations from coast to coast, a new newspaper mat service, direct mail, and enlarged and improved window, counter and store displays. Advertising to the dealer has also been increased and improved.

In providing new equipment for the salesmen, Carroll C. Seghers, sales and advertising manager, describes the management's two aims: Equipment that would be practical and helpful; and equipment that would, at the same time, be a silent but obvious assurance

of quality through and through.

Principal feature of the salesman's kit is a portfolio presentation that is probably one of the handsomest ever used. The portfolio proper is a 24-page book encased in a cover of genuine Florentine, hand-tooled, red leather, embossed in gold. This is carried in a fine grain, black cowhide, zipper-type case on which the salesman's name is embossed in gold.

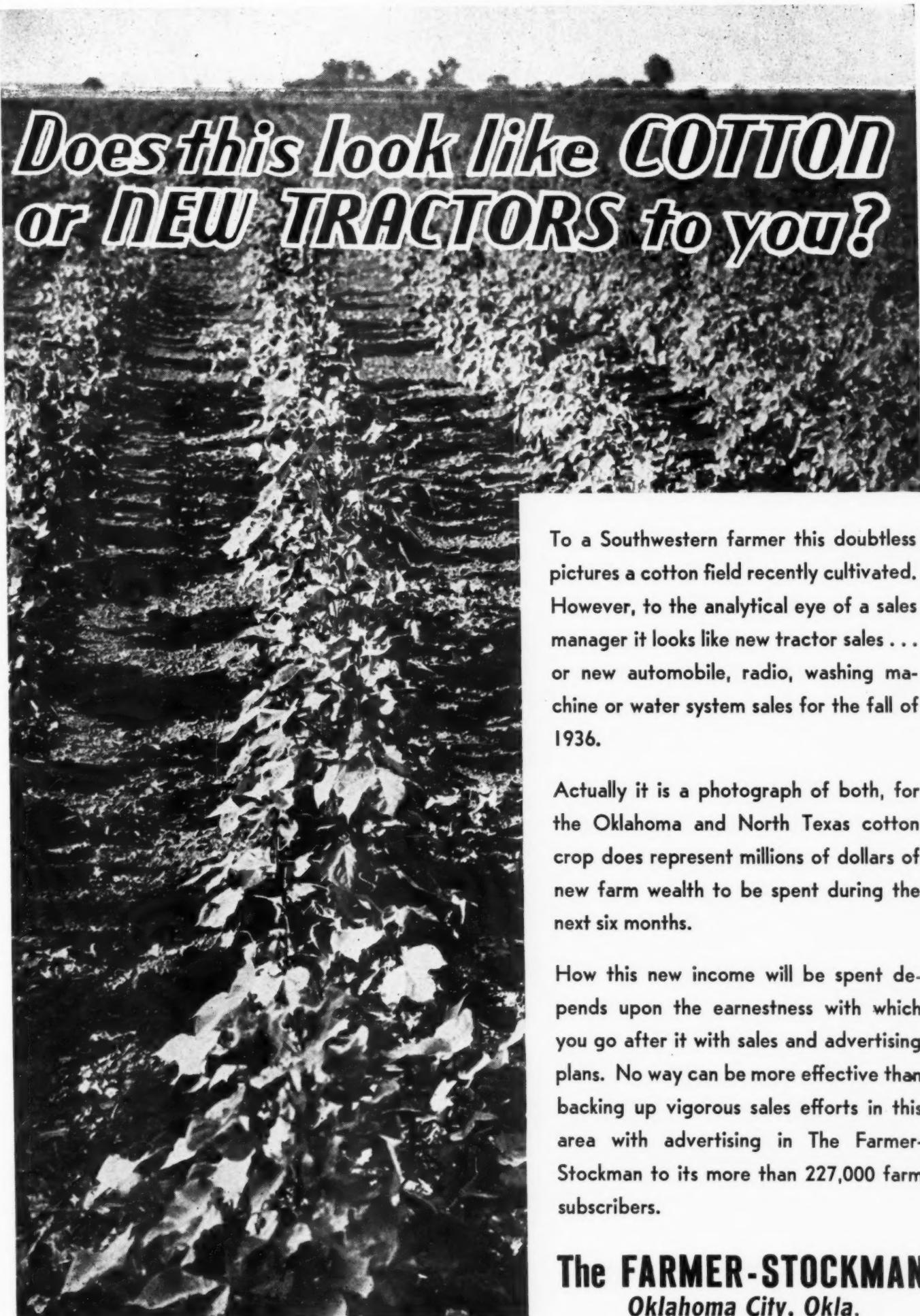
Contents of the portfolio include pictures and descriptions of the new models, merchandising plans, markets, publicity, national magazine and radio advertising, promotional campaigns to be staged, and dealer helps. Samples of direct-mail pieces and other helps are in a pocket in the cover.

Of the promotional campaigns put on by Gruen, two were unusually interesting and successful. First of these was an essay contest for high school students, conducted during February and March. Advertised by radio, magazines, newspapers, school papers, and displays, this contest provided over \$4,000 in prizes for students and schools, and also gave strong incentives for dealer cooperation.

All high school students were invited to write essays on "The Impor-



Gruen's radically new "Curvex" wrist-watch has its entire movement built on the circumference of an arc. This is said to be a major improvement over the usual method of centering a small, flat movement at the crest of a curved case. The case was designed by Gruen craftsmen in collaboration with Count Alexis de Sakhnoffsky.



Does this look like COTTON or NEW TRACTORS to you?

To a Southwestern farmer this doubtless pictures a cotton field recently cultivated. However, to the analytical eye of a sales manager it looks like new tractor sales . . . or new automobile, radio, washing machine or water system sales for the fall of 1936.

Actually it is a photograph of both, for the Oklahoma and North Texas cotton crop does represent millions of dollars of new farm wealth to be spent during the next six months.

How this new income will be spent depends upon the earnestness with which you go after it with sales and advertising plans. No way can be more effective than backing up vigorous sales efforts in this area with advertising in *The Farmer-Stockman* to its more than 227,000 farm subscribers.

The FARMER-STOCKMAN
Oklahoma City, Okla.

tance of Time." No essay was acceptable unless accompanied by the official entry blank—obtainable only from Gruen dealers. This naturally brought thousands of teen-age boys and girls into jewelers' stores. It helped to get the largest graduation business in Gruen dealers' experience.

Cash prizes of \$500, \$250, and \$100 were awarded to contest winners. Moreover, equal prizes went to schools in which the winners were enrolled, and to the dealers who supplied the entry blanks. As a result, dealers took a whole-hearted interest in the contest.

Authors of the 50 next best essays received Gruen wrist-watches; and the dealers from whom they had secured entry blanks immediately received checks for the full retail profit on these watches. Thus the dealers made just as much as if they had sold the watches.

Finally, in the event a contestant happened to buy or receive a Gruen watch as a gift during the contest and then won a watch as a prize, it was stipulated that he would be allowed full cash value for it. This, of course, forestalled any possible objections to the contest on the grounds that it might discourage sales.

The "Graduation" Drive

The other campaign was one that has been run annually for many years, but which incorporated several unusual features this season. It was the graduation drive. Such campaigns have long been known to be among the most profitable to jewelers and manufacturers alike, and therefore exceptional effort is devoted to it. Gruen officers estimate that eight out of ten graduates receive one or more pieces of jewelry; and that four out of every ten receive watches.

The 1936 campaign was based on two personalized mailing pieces and a "Memory Book" to be given by the dealer to graduates or their parents when they called at his store.

Both mailing pieces were self-mailers, printed in colors. Both also bore the dealer's imprint and personal message. On the cover of the first were the words, "Of course you want to please, with an arrow pointing to a window through which was seen the graduate's first name. A complete sentence read, for example, "Of course you want to please Mary-Jane."

It was addressed to the parents who, on opening the folder, found their child's name at the bottom of a letter to "Dear Folks." It read:

When I have something on my mind I

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know you'd rather I'd come right out with it. So here goes.

Graduation will be just about my biggest thrill yet. Why not make my graduation gift equally thrilling? I don't mean something expensive—just something that will last for years—jewelry for instance.

What I'd really like is a Gruen watch—and they're not terribly expensive either. That would be tops to me. But whatever it is—make it something I can keep.

MARY-JANE.

On a sectional panel of the second piece was printed in two colors "Proud?—you bet! and here's how you can make the days and the years to come even happier." Beneath this was a picture of a rolled and ribbon-tied diploma. Peeping from that, on the second section of the panel, was imprinted "Congratulations," followed by the graduate's first name. Each piece pictured, described and priced an assortment of Gruen watches for either sex, sketched a variety of other jewelry, and carried the jeweler's personal message and imprint.

Tipped inside the second mailing piece was an invitation to call at the jeweler's store and receive the gift he

had prepared for the graduate. This was a "Graduation Memories" book, bound in hand-tooled, embossed Florentine leatherette, providing pages for the class, classmates, faculty, clubs, autographs and photographs, athletics, dances and parties. There was no advertising whatever.

Dealers, of course, secured lists of local graduates, and sent these to Gruen, with instructions for imprinting and mailing. The factory did the rest. The first piece was sent two or three weeks before graduation time; the second about a week later.

A mailing pocket containing samples of the plan was sent to dealers in advance. Included were detailed instructions, order blanks, comment on the importance of the campaign, and results of similar campaigns in the past.

Gruen officials say that results of the 1936 graduation campaign "greatly exceeded expectations. More dealers took part than ever before, and we have innumerable letters from them declaring that it stimulated sales."

Magazines Are Back to 1929 Circulation Level

Rates per 1,000 are lower, but rising linage is still 48% short of high-water mark, says A.N.A. in study of 158 "general" publications.

MAGAZINE circulations in this country, which in the low year 1933 were about 6% below 1929, rose by the end of 1935 to within 1% of 1929. Advertising linage, which had dropped 60% from 1929 to 1933, rose to within 48% of 1929. But rates trended steadily downward, evidently in an effort to bring back advertising volume. Beginning in 1931, black and white rates sloped off 6% and four-color rates about 8%.

These facts appear in a mass of magazine data shown in the Association of National Advertisers' periodic report called "A Trend Study of 158 'General' Magazines" issued early in August. The study covers circulations, rates and linages for the period from June 30, 1929, to December 31, 1935.

The report's general chart of circu-

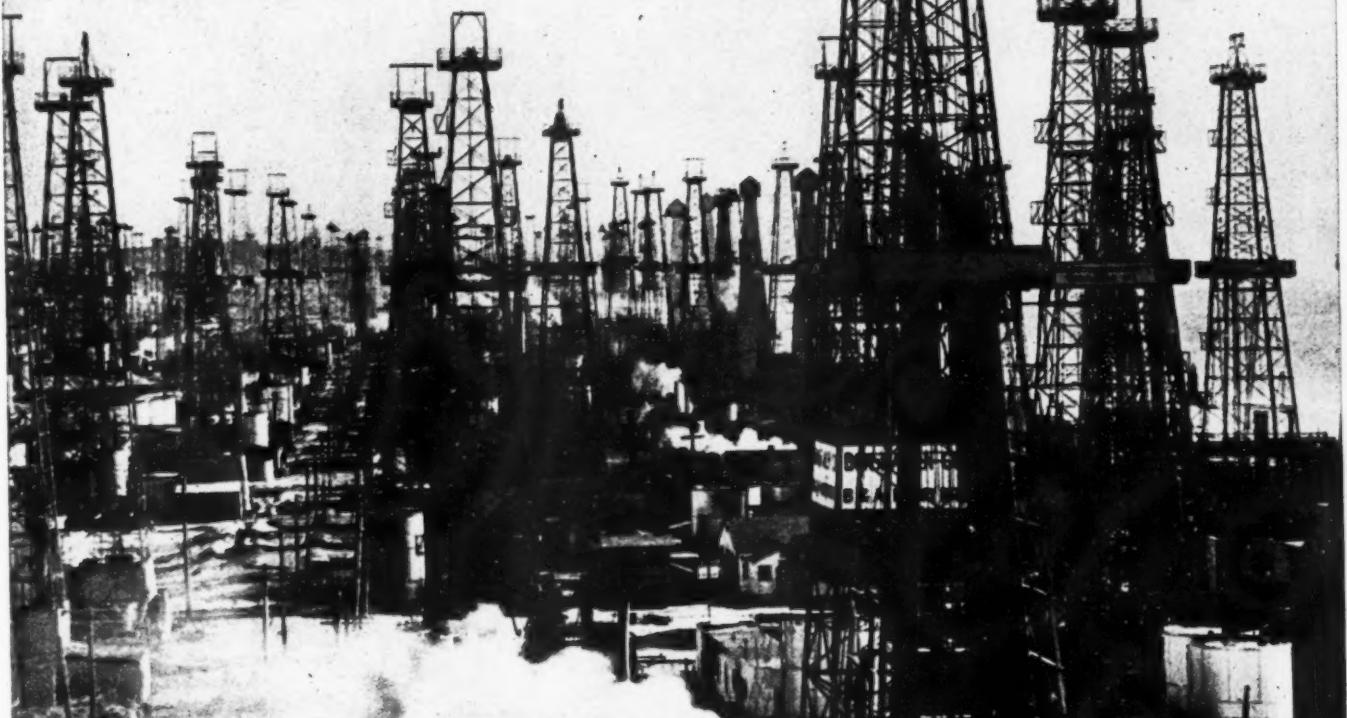
lations, covering 92 magazines that had run through the entire six and one-half years of the period, shows that newsstand sales dropped off steeply during the depression, decreasing about 27% from their 1929 total of approximately 14,000,000 and did not regain much in 1935. Boy sales started upward from their 1929 total of 3,467,000, adding about 1,000,000 by 1934 when they, too, began to decline. Meantime, subscription sales, which had consistently run ahead of 1929, took a new lease on life in 1933 and by the end of 1935 were 10% above the 1929 total of 33,700,000.

The report shows that the number of general magazines increased from 92 in 1929 to 120 in 1935. Total circulations in the two comparative years rose from 47,907,000 to 50,727,000. Separately considered are "motion picture, mystery, pulp, radio and romance" magazines, whose number increased from 12 in 1929 to 38 last year—the total circulation rising from 4,376,000 in 1929 to 12,390,000, of which 11,161,000 were newsstand sales. The "average per magazine" of these newsstand sales was about 12% under 1929.

Tabulations on all of the magazines
(Continued on page 281)

PETROLEUM

A Major Los Angeles Industry



Oil is one—but just one—of the great natural products of Southern California. In the immediate Los Angeles area in 1936 more than \$100,000,000 worth of the black gold will be taken from the earth. Here 15 large oil companies and refineries, and more than 500 independent operators contribute an annual payroll of \$60,000,000 to their 35,000 employees.

—and in this great, rich area is one outstanding Daily Newspaper, the largest in the entire West; whose city circulation alone is almost twice that of the second daily, and which consistently averages better than 100,000 lines a month **MORE** Display Advertising than any other daily on the coast. That paper is the

LOS ANGELES EVENING
HERALD-Express

The No. 1 Daily Advertising Buy in Los Angeles

NATIONAL REPRESENTATIVES:
PAUL BLOCK AND ASSOCIATES



9 Things I Learned About Selling American Products in Europe

BY
AN OVERSEAS
SALES MANAGER

The following article is contributed by a SALES MANAGEMENT subscriber, an American, who has been for some time stationed in Europe. He has very successfully introduced a well-known American product in eight European countries. Because the American owners have found it good business to localize themselves as much as possible, especially in these days of high nationalistic feeling, the editors have deleted the names of the company and the author. In all of the European countries in which the American company operates it has established local companies and operates through local concessionaires as far as possible.

The European manager who has made these observations is operating in 1936 on a sales budget just ten times the company's sales of five years ago. Every year during the Depression his organization has realized its budgeted sales figures.

THE first step to make in launching a sales campaign is generally to sell you own organization on the product. This is particularly necessary in Europe, where your product is more than likely unknown, and where a great skepticism exists as to the ability of new products to make headway against Old World conservatism. It is necessary to sell and resell, since the effect of a good sales talk in the morning wears off after a salesman has been thrown out of the first six stores. We have found it most helpful, and in fact necessary, to hold a sales meeting with our men each morning before they begin work, although our practice in the States is to hold such meetings only once each week.

Distribution is hard to get in a hurry. We tried the standard way of securing a certain number of retail outlets, then starting our general advertising—at this time mainly newspaper. This simply did not work. It took too long to get the required number of outlets, and when we finally began our general advertising we found that most of the outlets had lost their interest. This led us to abandon general advertising and rely almost solely on direct advertising, principally sampling.

Customers are hard to make for our

product, a soft drink. We sell at a relatively high price: we require the retailer to take a smaller margin of profit; we sell for cash; we require deposit on the container—all of which points are insisted upon by our house alone. We find that a good man, well trained, can make on the average but one retail customer a day, out of the 12 to 15 calls that he makes. This is slow, but it is easy compared with the job of securing turnover after we have sold the goods. In fact, we now consider that our only problem is turning over the merchandise for the dealer.

To secure this turnover, we must start with the sale itself. This must be a sale made right. We do not any longer permit a customer to be made unless the following points are clearly agreed to by the retailer: (1) cash; (2) deposit on container; (3) fixed resale price, allowing him only 66 2-3% profit on the purchase price, instead of the 100 to 300% he is accustomed to on this type of article; (4) permission to put up inside and outside advertising; (5) interest on the part of the dealer sufficient to make

him use the product himself; (6) one other point peculiar to our product.

Before we began to insist on observance of the above points in making a sale, the percentage of customers remaining active to customers made ran only about 25% in new territory. Where the above rules are strictly adhered to by our salesmen, this percentage has risen to over 80, and in some cities close to 100. We are now satisfied that the most important part of securing turn-over is to make the sales right in the beginning.

Let me pause right here and emphasize the difficulty of enforcing some of these principles. Take the matter of a fixed resale price, carrying with it a smaller margin of profit than the dealer is accustomed to getting. We tried to carry out this idea once, by printing in the newspapers the price at which the article should be sold. We lost 57 customers in one city the first day the ad appeared. With numbers of competitors, the reply from the dealer to our request is that if he does not sell *our* product he will sell something else. In spite of this resistance, we succeed. We start with the poorer

Nine Rules for Launching an American Product in Europe

1. Pay no attention to what Europeans say cannot be done. They are invariably wrong.
2. The setting of a price is the most difficult problem confronting the European manager. It generally resolves itself into a process of trial and error.
3. Initially it is better to set too low rather than too high a price. Experience shows that it is far easier to raise a price after demand has been created rather than to start out with a high price for an unknown article.
4. Direct advertising, principally sampling, is more effective than general advertising in securing distribution.
5. Start with the poorer sections of a city and gradually work up to the better class of outlets in the center—if your product is a mass item.
6. Fairs and exhibitions are more effective advertising and distribution spots in Europe than in the U. S. A.
7. Sampling three times to the same group is worth in sales six times the value of three individual samplings to different groups.
8. It is possible to educate the European public to an American product even if there is a price differential in favor of local products—provided that the quality is noticeably superior.
9. Do not attempt to sell abroad things that you cannot sell at home—outmoded models, seconds, rejects from the American factory.



TEMPERATURE *going up!*

Readers and Advertisers warmly enthusiastic

READER ENTHUSIASM IS A GUARANTEE OF RETURNS TO ADVERTISERS

Driven editors burn midnight oil. Reporters . . . research men . . . photographers . . . all struggle for that "little something extra" which turns a merely interested reader into a fiery fan.

The men who make today's Literary Digest have turned the trick. Brilliantly edited, written in a style whose speed and clarity is unique, giving both sides of every question, and the authority for every statement made, no wonder readers are cheering us on. Here are a few 1936 kudos' from our readers:

U.S. SENATOR . . . "The Literary Digest presents concisely and interestingly to its readers a panorama of events of national and worldwide interest, and all without partisanship or bias."

UNIVERSITY PRESIDENT . . . The Literary Digest is indispensable to my keeping abreast of the world of thought and action. I do not know of any other publication that can take its place."

BUSINESS MAN . . . "I find The Literary Digest invaluable."

AUTHOR . . . "I read The Literary Digest every week, and every week I like it better. If I had to confine my general reading to but one publication, daily, weekly, or monthly, I should choose The Literary Digest."

PHYSICIAN . . . "The Literary Digest is quite necessary to the life of a busy physician. In its terse, straight-from-the-shoulder articles it truthfully keeps the doctor up to date as to world happenings."

OLYMPIC ATHLETE . . . "I am a constant reader of The Literary Digest and find the varied news of the World portrayed in interesting and condensed form. In its universal treatment of such news it gives due deference to the field of Sports."

AUTHOR . . . "I think that The Literary Digest renders a greater service to the public than any periodical I know. One may find in it the thought of its time and every stride in the progress of humanity."

BUSINESS MAN . . . "The Literary Digest means a very great deal to me. I couldn't get along without it."

LAWYER . . . "No man can reach his highest efficiency in public service unless he is informed as to the opinion of the public on the leading important questions. For this service The Literary Digest is extremely valuable."

MANUFACTURER . . . "It is not only clean and informative, but its condensations of the World's news seem to me to fill a real want on the part of a busy man."

Our Advertisers Are Cheering Too

The average paid circulation for the first six months of 1936 is 685,000 copies per week. A 14% surplus above our guarantee.

Never in all its result-full history has The Literary Digest produced such sales records as today. Advertisers point to low cost coupon returns, amazing mail order sales, rising sales thru dealers.

To this enthusiasm we owe the delightful records hung up in the first six months of 1936. Look them over!

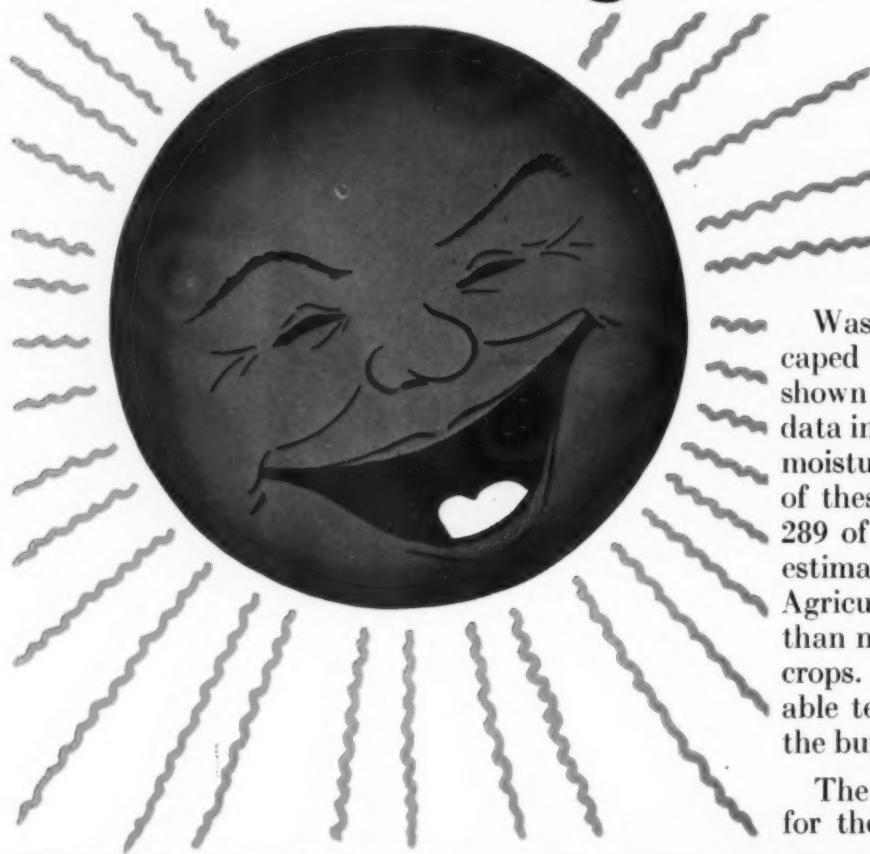
In the first six months of 1936 The Literary Digest Showed:

- 58% Gain in Motor Car Advertising
- 10% Gain in Life Insurance Advertising
- 34% Gain in Travel Advertising

Orders for Sept.-Dec. 1936 are up 10% with larger increases in sight.

Read the Digest From Cover to Cover
Don't fail to note the changes in every department of The Literary Digest—a magazine you must read regularly—a splendid medium for your advertising.

No Drought in 1936 in



Sun and Rains
Ha
to Farmers in
Year and Big
Harveste

Washington, Idaho and Oregon escaped the drought in 1936. This is shown by the U. S. Weather Bureau data indicating normal or above normal moisture throughout virtually all parts of these states (where in addition 55,289 of the farms are irrigated) and by estimates of the U. S. Department of Agriculture forecasting normal or better than normal output of nearly all major crops. Fine growing weather and favorable temperatures have helped mature the bumper crops.

The Pacific Northwest's farm income for the first four months of 1936 was



Cover This Favored Field With -- One

The Pacific Northwest

The Washington Farmer --- The Idaho

GENERAL OFFICES: Spokane, Washington — STATE OFFICES: Seattle, Portland, Boise

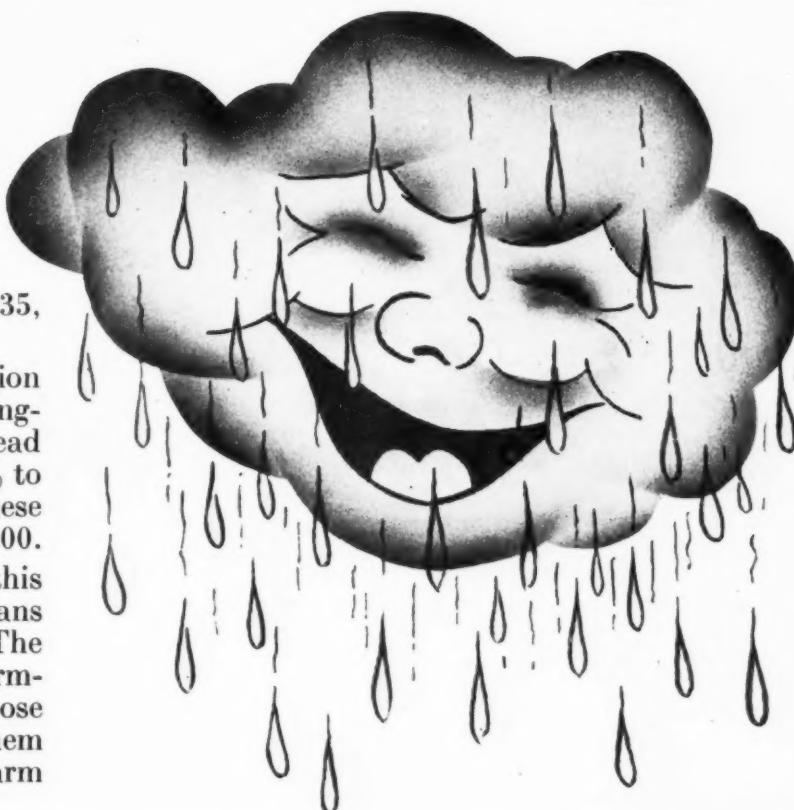
in Washington, Idaho, Oregon

Years Have Been Kind
in These States this
Big Crops are Being
Harvested

9.2% ahead of the same months of 1935,
and 88.3% ahead of 1933.

For a period of 12 years in succession
the average farm income of Washington,
Idaho and Oregon has been ahead
of the national farm average by 49% to
68%. The 1936 farm income in these
favored states will exceed \$300,000,000.

You can sell your merchandise in this
fortunate and prosperous field by means
of an advertising campaign in The
Washington Farmer, The Idaho Farmer
and The Oregon Farmer whose
localized home state service gives them
real influence in over 100,000 farm
homes in their states.



One Order -- One Rate -- One Medium

West Farm Trio

Farmer --- The Oregon Farmer

Advertising Representatives: ASSOCIATED FARM PAPERS, Chicago, New York, San Francisco



"Sir, be off about your business!" says the lady who obviously has not met the would-be masher. The scene is from Continental Baking Company's broadcast of "Under the Gaslight." The ancient melodrammer is only one of many that are being revived, tailored for radio, and transmitted over the Mutual network in the interests of the company's Wonder bread. Each is enacted in cold, sober seriousness by "the Great McCoy" and his troupe of 75 talented Thespians. The series is being promoted by B. & W. newspaper ads in the WOR and WGN listening areas, and by color pages in the Chicago Tribune and New York World-Telegram. Agents: BBDO.

sections of the city and gradually work up toward the better class of outlets in the center. By the time we arrive in the center, which is generally a matter of months, we find a mighty ally in the public. They get accustomed to our price, and they insist on it wherever they go. We have seen numbers of instances where they have telephoned the local distributor when a retailer has raised the price. In one such instance, our local distributor received 30 phone calls in one afternoon after a downtown store had raised the price. Our distributor went down and took out the merchandise after appealing in vain to the dealer to reduce the price.

Having started our distribution at the rate of one customer per man per day in new territories, we follow up with advertising inside the store and outside, together with pamphlets, explaining the nature of the product and its uses, distributed in the stores that handle the goods. On the heels of this effort comes our sampling, which constitutes the major part of our advertising expense. I read some time ago a statement in a book on advertising to the effect that any firm trying to sell a product without using sampling was crazy, and I endorse this opinion. Of all the forms of advertising that we have tried in the eight countries in which we sell on the Continent, the only one that has been uniformly successful is sampling.

We have tried a long list of sampling plans, and nearly any one of them will work somewhere. We have used tickets good for the full price, tickets good for about half price, two for one

ticket, and tickets with no value at all. With these last we simply say that with this ticket and so much money one can get a package at the nearest store. The price quoted is the normal retail price.

One of the earliest plans that we used was a "Sampling Week." We would put on a sale during the week at half price, the dealer and ourselves sharing the money taken in. This was very successful in selling the goods, but we found that it fixed a false idea of the price in the minds of the people. While quite ready to pay half price for the article, we found them reluctant to buy when the price had been raised to the normal selling price. Gradually we were forced to abandon this plan, due to this reason which, I admit, it is difficult to explain. It simply would not work.

We then tried exhibition booths in the larger stores, department stores, etc., giving away small samples and making an effort to sell. These were uniformly successful. We sold large quantities of merchandise during the week of the demonstration, and the sale remained good afterward. Giving a small sample and selling at the regular price was evidently superior to selling at half price.

We have done a fair amount of house-to-house sampling, and have found the success varying with the distribution that we had in the town. Where the distribution was good, the results were good; where the distribution was poor, the results were poor.

We found no trouble whatever in sampling from house to house in any country, although we were told that

in some countries it could not be done. In fact, *rule one in working in Europe is to pay no attention to what people say cannot be done. They are invariably wrong.* In Holland, for instance, where conservatism reaches its height, our girls were received with real Dutch cordiality and hospitality. Our difficulty was not in getting into the houses, but in getting out. The lady of the household insisted on serving tea or coffee for our sampling girls as a mark of her appreciation! Even our own men had said that house-to-house sampling in Holland would not work.

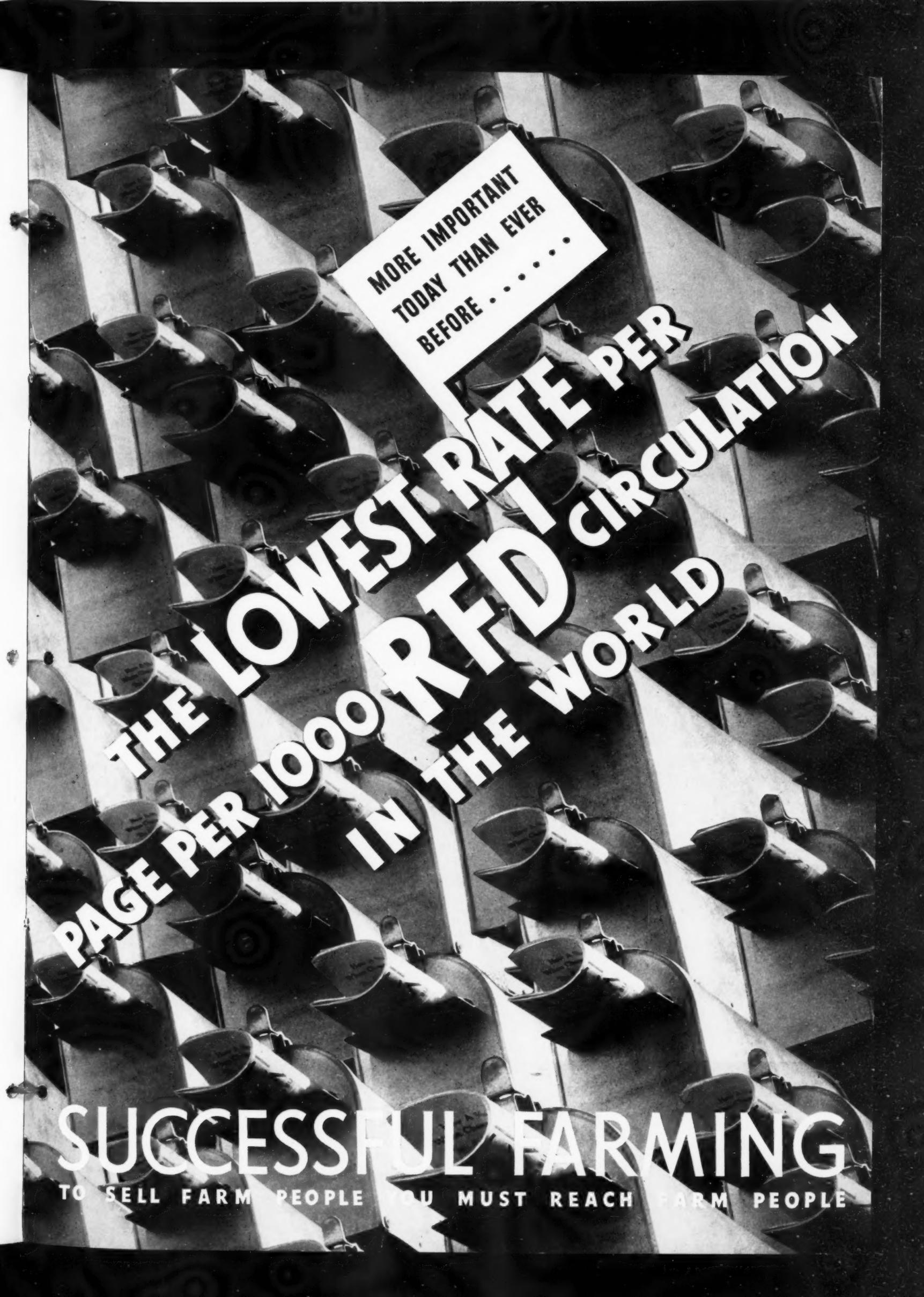
The next "Can't be done" idea that was exploded was street sampling. "No European will eat or drink on the street," we were told by everyone. We sent out our trucks, nicely painted, with four girls and two men, the men to work with the truck and the girls to go up and down each side of the street giving out samples in the stores. We found no difficulty in giving out from 2,500 to 5,000 samples a day with this crew. The cost per sample distributed was somewhat higher than with other forms of sampling, but the results uniformly good.

Fairs Prove Fertile Fields

We have done sampling in movies, factories, schools—in fact everywhere where crowds of people gather. Factories and schools are particularly good since they can be sampled two or three times, always to the same group of people. This repeat work is very helpful. Sampling three times to the same group is worth in sales roughly six times the value of three individual samplings to different groups.

A list of sampling plans would not be complete without mention of fairs and exhibitions. These are fairly common in Europe, and range from the great trade fairs, such as those at Leipzig and Utrecht, to the World Fairs held about every two years in various cities, such as the Antwerp Fair of 1930, Paris Colonial Exhibition, Brussels World Fair of last year, and the coming Paris 1937 Exhibition. In addition to the big fairs, there are innumerable small fairs local to a city or to a district. Stands in these fairs have yielded us the best results of any advertising money we have spent.

One reason why fairs are such good places to sample in is that the atmosphere is favorable. People come there looking for new and different things, and they are more likely to try something new at this time than they would be ordinarily. Then, too, the sight of other people trying your product lends a little courage to the timid. It has been said that most conservative people, in trying something new, look



MORE IMPORTANT
TODAY THAN EVER
BEFORE

THE LONEST RATE PER
PAGE PER 1000 READ
IN THE WORLD

SUCCESSFUL FARMING
TO SELL FARM PEOPLE YOU MUST REACH FARM PEOPLE

Report on
RELATIVE POPULARITY
OF FEATURE WRITERS
of the
NEW YORK NEWSPAPERS

MCCANN-ERICKSON
385 MADISON AVENUE NEW YORK CITY





HOW TO REACH THE NEW YORKERS WITH MONEY TO SPEND

New-car buyers probably represent the most desirable group of customers that any advertiser can get. They aren't rich, necessarily. They aren't poor, certainly. But they have money to spend for good merchandise, for advertised merchandise, for luxuries as well as necessities. They are representative of the people who are above-the-average in buying power.

The newspaper reading habits of this important group of consumers in New York . . . the features they read and the papers in which they read them . . . are significant to all advertisers.

To determine the popularity of newspaper feature writers among New Yorkers of more-than-average buying power, the McCann-Erickson Advertising Agency sent a questionnaire to each of the 149,701 people in New York City and the suburbs who bought new cars during the first nine months of 1935.

The results show that in four of the eight classifications included in the survey the most popular writers are writers for the New York American. . . . And that is an important fact to all advertisers who want to reach the New Yorkers who have money to spend.

THIS SURVEY AMONG NEW-CAR BUYERS

made by the McCann-Erickson Advertising Agency shows that in four of the eight feature classifications the most popular writers are in the New York American:

Most Popular Sports Writer
Most Popular Financial Writer
Most Popular Society Writer
Most Popular Movie Writer

Damon Runyon of The American
B. C. Forbes of The American
Cholly Knickerbocker of The American
Louella O. Parsons of The American

The SECOND newspaper scored but two firsts
Two other papers scored one first place each.

NEW YORK AMERICAN

National Advertising Representatives

PAUL BLOCK & ASSOCIATES

for the bad and not for the good in our product. We have found this very true. If an individual tries our product for the first time in a store, he is in a highly critical mood. This often leads him to condemn the product simply because it is different from what he is accustomed to. On the other hand, if he sees others partaking, and apparently with relish, he is more inclined to receive the product favorably. These factors may seem to be a little on the psychological side, but they are nevertheless very real. Results are all that count in our plans, and we have had better results from our advertising money spent in fairs than in other media.

We do not go in for elaborate stands. We have tried that too, and they didn't sell an additional package. We look upon our stands strictly as sampling places and while we make them neat and attractive, we have abandoned "art" for the greatest simplicity possible. We use about 25 square yards of space and need about four girls and one boy to hand out the samples. We make from 400 to 5,000 individual sales per day depending on the conditions.

There is one other point that can not be passed over in any discussion of building up turnover. That is the question of price, which is a very baffling one when one moves into different currencies. No amount of "right selling," no amount of sampling, will avail if the price of the article is fixed too high. "Too high" is any price above which the general public considers the article good value. *The setting of a price is probably the most subtle and difficult problem confronting the European manager. It generally resolves itself into a process of trial and error.*

Low Price. High Quality

Several facts have become apparent to us. First, at the same price as the native article we can be assured of a ready sale as a general rule. This is because of the superior quality of our product, the public responding surely to something better at the same price.

It is better to set too low rather than too high a price. The difference in advertising and sales effort needed to sell a given quantity of goods is enormous. European concerns almost invariably start to market a product at a price cheaper than it is to be sold for eventually. They seem to find it easier to raise the price after a demand has been created than to start at a high price with an unknown article.

A little difference in price may mean a big difference in sales. We started everywhere with too high a price. In

some places the reduction that followed later was not very substantial, but it seemed to place the product within the public's conception of good value and the result was instantaneous.

In all our work we have consistently endeavored to give the public the highest possible quality. We have laid even more emphasis on this point than in the States, believing that money spent in this direction was saved in advertising and sales expenses. If I know anything about foreign selling, I know that it is a mistake to try to sell anything but the best.

I have seen many instances where firms have attempted to sell abroad things that they could not sell at home: Outmoded models, seconds, rejects from the States factories. This practice has secured for American concerns a bad name in many places. Every experience that we have had has led us to the firm determination to make in Europe the very best product that we are capable of putting out.

Our reward has been that our sales budget for this year is just ten times our sales of five years ago. Incidentally, we make our budgeted figures.

Radio Stations Start 2 New Organizations to Promote Medium

N. A. B. forms sales managers division—Other units create Regional Broadcasting Stations of the United States

Two new promotional activities among radio stations of the country are getting actively under way. A sales managers division of National Association of Broadcasters is now rolling up memberships and a new grouping called Regional Broadcasting Stations of the United States is rapidly forming.

The sales managers division of N. A. B., with Buryl Lottridge, of KFAB-KOIL-KFOR, Omaha, as chairman, and John W. New, of WTAR, Norfolk, as secretary, is signing members from N. A. B. stations, dividing the country into sections and planning a national meeting.

The objectives of the sales managers division are these: (1) To unify and coordinate best methods of handling spot business including such matters as rates, schedules, time reservations, time availabilities, program content and actual selling practices; (2) To exchange selling ideas—local success stories, merchandising plans and the like. This will be done not only at conventions but also by mail.

The executive committee for this sales managers division is made up of: Jack Gross, KWKH, Shreveport; Lew Avery, WGR-WKBW, Buffalo; Humboldt Greig, KFBK, Sacramento; Harry Trenner, WNBF, Binghamton; J. Leslie Fox, KMBC, Kansas City; Hale Bondurant, WHO, Des Moines; Clark A. Luther, WOC, Davenport; C. T. Hagman, WTCN, Minneapolis;

W. J. Rothschild, WTAD, Quincy; Mort Watters, WHEC, Rochester; E. Y. Flannigan, WSPD, Toledo, and H. M. Feltis, KOMO-KJR, Seattle.

The new Regional Broadcasting Stations of the United States, at meetings July 28 and August 7, has chosen an executive committee and regional chairmen to act as contact men between stations in their zones and the national committee. The activities of the new group are to be financed by payment



Buryl Lottridge, chairman of the new sales managers division of National Association of Broadcasters.

Photo by Skoglund

by each station of four times the highest national 15-minute rate to John Shepard, chairman and treasurer, WNAC, Boston. The organization will send engineering and legal representatives to the October 5 informal hearing of the Federal Communications Commission on allocating frequencies and preventing interference in the 550-1600 kilocycle band.

The executive committee of Regional Broadcasting Stations of the United States is made up of John Shepard, WNAC, Boston; Edgar L. Bill, WMBD, Peoria; Walter J. Damm, WTMJ, Milwaukee; John J. Gillin, Jr., WOW, Omaha; Herbert L. Petty, WHN, New York; Hoyt Wooten, WREC, Memphis; W. J. Scripps, WWJ, Detroit. Zone chairmen are these: Zone 1—Thomas Lyons, WCAO, Baltimore; Zone 2—J. H. Ryan, WSPD, Toledo; Zone 3—Henry W. Slavick, WMC, Memphis; Zone 4—Dean Fitzer, WDAF, Kansas City; Zone 5—Gerald King, KFWB, Los Angeles.





Inescapable as DEATH and TAXES

THE alert publishers of Time and Fortune are now preparing a new publication—soon to be launched upon the general reader's market. It is to be a magazine of pictures, in which pictures instead of words are used to tell the stories of human events.

Well, the publishers of Time and Fortune have proved themselves astute prophets of *trend*.

Is their new venture then the signpost of a new trend—already well on its way in unsuspected quarters?

We think it is.

Pictures, we feel, have suddenly bulked big within the human orbit. Now, probably as never before—not even in those picture-glutted days of the World War—is there such a universal interest in this medium.

The reader—wary, perhaps, of words—turns to pictures as his time-saving, direct short-cut to information and entertainment.

The day of the pretty picture, just as such, or the news picture that is no longer a news pic-

ture, is done. The appeal, henceforth, must be not to the eye primarily, but to the imagination, and the imagination is only reached by that magic, that miraculous, key called *Story*.

Story is man's escape from himself.

Story carries us to far places—
To the brink of unfathomable
dangers—
Ecstatic delights—
Invaluable information—
And fascinating entertainment.

That's why newspaper publishers of rotogravure picture sections are leaning so heavily in their pictorial layouts on story, for story is the reader's key in life to a larger room, without which, spiritually, he or she is cribbed, cabined and confined.

So METROPOLITAN believes that the new trend in pictures is story. And because it is a respecter of new trends, as things that are as inescapable as death and taxes, METROPOLITAN is shouting from the house-tops the news about these developments in Rotogravure as promoted by the individual publishers and such feature syndicates as N. E. A., The Des Moines Register Tribune, and others.

THE LARGEST CIRCULATION IN THE WORLD OF ANY SINGLE
MEDIUM OR ANY GROUP—FROM 6½ TO MORE THAN 8 MILLION

Metropolitan

•Baltimore SUN-Boston GLOBE-Buffalo TIMES-Philadelphia INQUIRER
Chicago TRIBUNE-Detroit NEWS-New York NEWS-Pittsburgh PRESS
Cleveland PLAIN DEALER-St. Louis GLOBE-DEMOCRAT-Washington STAR

Gravure
Comics
Color
**METROPOLITAN
SUNDAY
NEWSPAPERS, INC.**
NEW YORK - CHICAGO

Weekly

Additional or alternate papers
Boston HERALD-Buffalo COURIER-EXPRESS
Detroit FREE PRESS-New York HERALD TRIBUNE
St. Louis POST-DISPATCH-Washington POST



Henry W. Stanley,
Trade Extension
Director, Dallas
Chamber of Com-
merce.

Dallas Builds Market with Style Shows and Trade Trips

Bigger volume of sales and much-accentuated interest in quality feature this Fall's showings . . . aggressive activities of Dallas wholesalers and manufacturers do much to build this city as a major distributing center.

AS SALES MANAGEMENT goes to press, wholesalers of Dallas, Texas, are concluding another chapter in this city's systematic plan for building itself up as a market. Twice each year the Dallas Wholesale Merchants Association holds lavish style shows—the current one, held at the Dallas Country Club, at the end of the second week, had already attracted 2,500 buyers from Texas, Arkansas, Oklahoma, Louisiana, New Mexico and Arizona.

And this year, the pleased wholesalers report, buyers are coming from points even further away—from California, for instance.

A pretty Miss Betty Hunter checked into Dallas as millinery buyer for the May Co., department store, of Los Angeles. Miss Hunter had been hopping across country to New York some five or six times a year, she told Dallas wholesalers, but henceforth she expects to be a regular patron in Dallas. "We like the Dallas market," she said. "It is nearer to us than New York, and we can get quicker deliveries."

E. F. Anderson, energetic manager of the two-hour style parades, with their attendant song acts and entertainment de luxe, also reported buying citizenry from Chanute, Kan.; Grenada, Miss.; Hastings, Fla.; Jefferson City, Mo.; Demopolis, Ala., and registered guests from Georgia,

Tennessee and Nebraska.

Said E. L. Blanchard of the board of directors: "The number of buyers here from distant states has doubled, tripled and quadrupled. Their buying is different this year—they're not asking how cheap merchandise is. During the first ten days of the season, not only has our number of customers actually doubled, but our volume of merchandise has doubled that realized during the first ten days of the Fall market season last year."

Lester P. Lorch, another director,

reported: "Our business the second Monday of the season was as great as the business we did during the entire two weeks last year."

Fifteen ready-to-wear firms supplied the frocks and suits and coats; seven firms, the millinery; three firms, the shoes; three firms, the hosiery; two firms, the accessories; and one firm, the lingerie, shown at the August style show.

During the Spring the Dallas Wholesale Merchants Association spent around \$7,000 in advertising

Cuties: (Right) The Dallas wholesalers know how to get showmanship into their style parades . . . we couldn't resist giving you this cheerful picture of the Rangerettes who acted as ushers.

Held in Open: (Below) Dallas wholesalers presented three night style showings during the Fall market season, just ended. A powerful battery of lights followed mannequins up and down the double runway, to show clothes in detail.



these showings and the Dallas market season. More was spent, however, for the Fall extravaganza in order to take full advantage of the potent lure of the Texas Centennial Exposition. A 14 x 11-inch rotogravure invitation using 31 pages, smartly posed illustrations and a neat wire binding, went out to 7,500 retail merchants in 44 states. Further, the 30,000 merchants who are on the regular mailing list of the Dallas wholesalers received blotters, notices about ample hotel accommodations at 1931 rates, and two other
(Continued on page 263)

SALES MANAGEMENT

TELL IT TO SWEENEY!

...prestige maker-

JACK DEMPSEY, Babe Ruth, Bobby Jones and Bill Tilden are names anybody knows. But how many of the informed readers of SALES MANAGEMENT have heard of Frank Ward?

Frank Ward is as great an athlete as any of the above named. Up to two years ago, when illness took him out of competition, Frank Ward was the Squash Tennis Champion of the world. He has the perception, agility, speed and unique union of mind and muscle that makes a champion. Squash tennis players look on him with reverence. Matched against him, other squash pros look like amateurs. Frank Ward is one of the athletic marvels of our age. But most people never heard of him.

Frank Ward wins his championship before a gallery of a hundred people. The squash tennis public is small, gets little newspaper mention. So most people don't know Frank Ward!

OCCASIONALLY we meet an advertiser who says he advertises not for sales, but for *prestige*. And a mass newspaper, such as this one, with a large circulation, isn't a prestige medium.

Often we don't know what this advertiser means by prestige. And we doubt if he does. But every newspaper office has a dictionary:

prestige, force or charm derived from acknowledged character or reputation.

Acknowledged—by whom, and how many?

The extent of the acknowledgment seems to be important. Fame for ability or accomplishment in the narrow field of the initiate is not the prestige sought by the business man. Like Virtue, it is its own reward. No money goes with it. Frank Ward has that kind of prestige, and his whole income is a mere fraction of Mr. Dempsey's.

Prestige, commercially considered, entails 1) *an idea*; 2) *in a lot of minds*. The minds may not be able to buy your product, but they must know and appreciate it. Without this appreciation of a lot of minds, the Rolls Royce is just a funny-looking auto, J. P. Morgan just another private banker, Fifth Avenue just another street.



There is no real prestige, cash register prestige, without mass publicity. There are a number of ways of getting publicity. Mass advertising is one way; limited advertising is not. Prestige keeps under nobody's bushel!

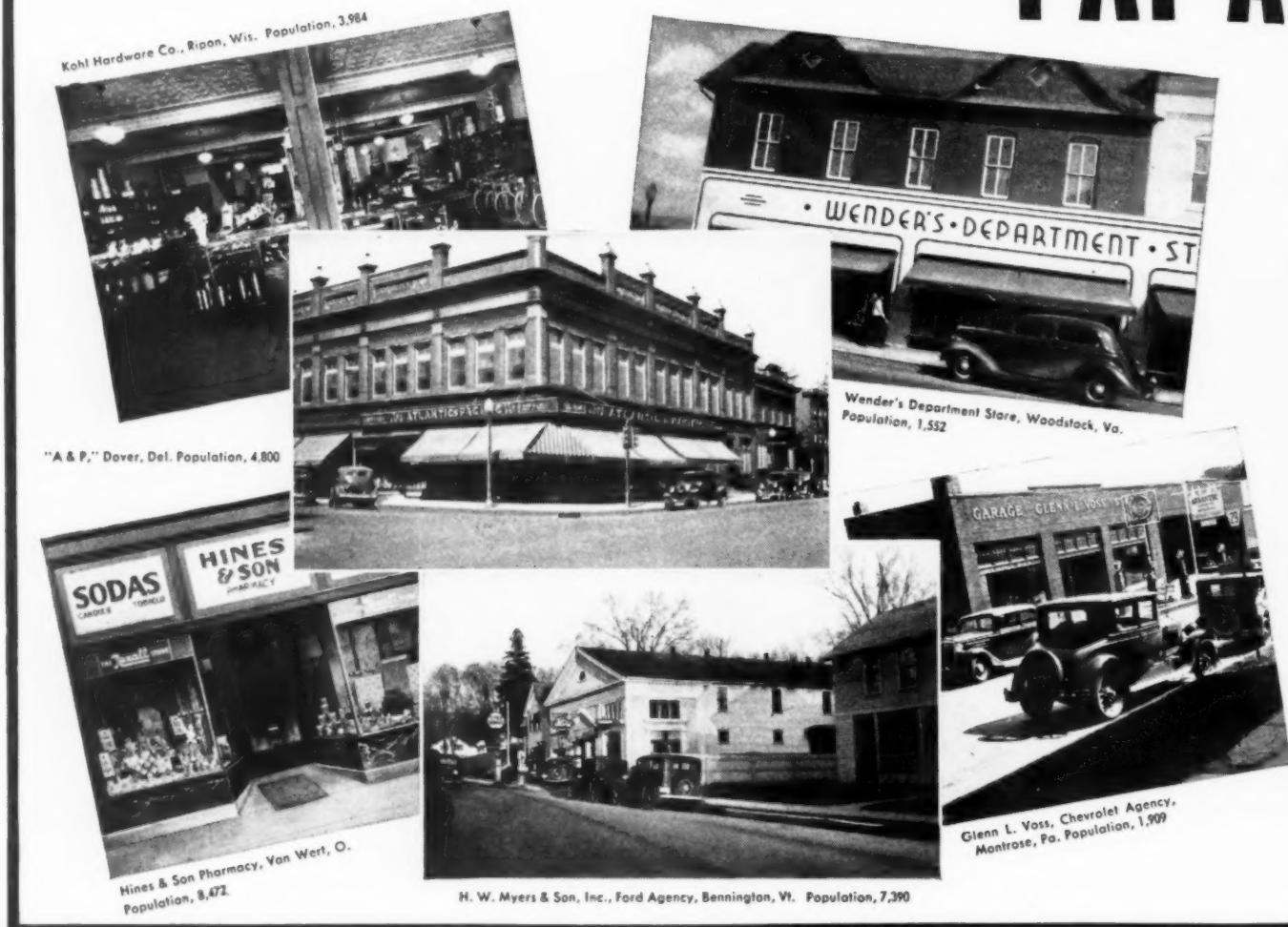
So we suggest that any advertiser with a prestige story Tell It To Sweeney, the typical New Yorker. There are more than 1,500,000 families of Sweeneys in New York, living in a city where life is faster, changes frequent. The Sweeneys are alert, receptive, responsive. You can sell them ideas as well as merchandise. Their recognition, esteem and favorable opinion is a priceless asset to any business. With incomes ranging from \$6,000 down, some of them may not be customers for a high-priced product; but their appreciation is a powerful influence in selling the people who are.

Because The News reaches most of the Sweeneys, goes to two out of three New York City families, The News is a basic advertising medium for either prestige or sales. With more than 1,600,000 circulation it gives any message the widest spread—at the lowest cost.

And because News circulation includes a majority of New York families in the top income districts, your advertising in The News makes sales as well as prestige, gives you most of New York—and the most for your money!



COUNTRY GENTLEMAN SUGGESTS: PAY A



COUNTRY GENTLEMAN suggests: Pay a visit to the country.

Forty per cent of the national market is worth knowing.

When you see groceries, drugs, automobiles, mechanical refrigerators, farm machinery, and every other kind of merchandise moving steadily and smoothly through well-managed rural outlets, you will probably wish that city business were more like country business—less overhead, less lost motion, more cooperation and more profit.

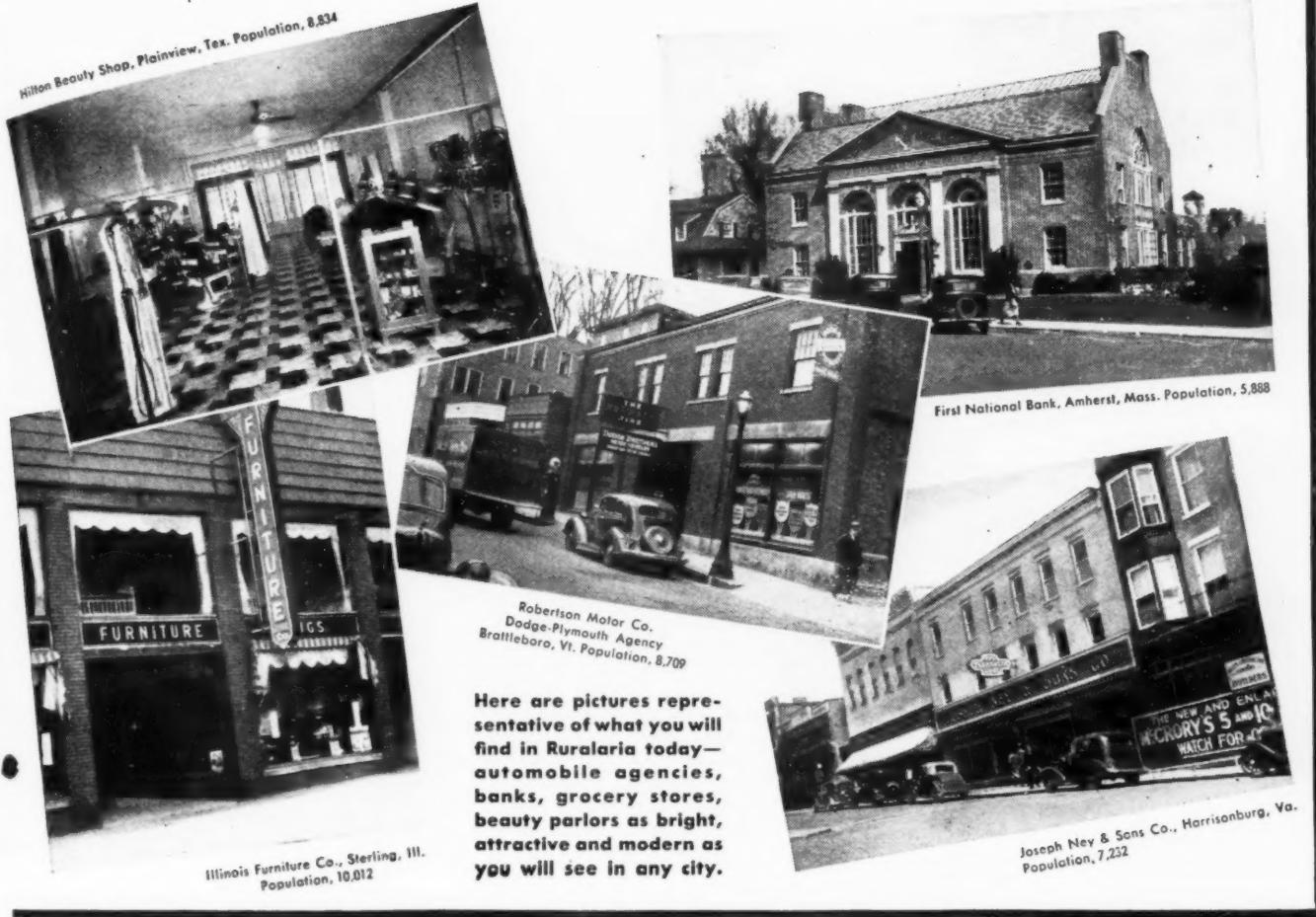
You will notice a fine personal relation-

ship between customers and the stores in which they trade. Country retailers and their customers usually pride themselves on being good neighbors.

You will find drug stores, grocery stores, hardware stores—and beauty parlors—as bright, up to date and well equipped as any you find in cities. You will be impressed by the number of new cars, new suits and new dresses you see in the streets.

Country people represent 40 per cent of your total business opportunity, and they are just as easy to get at and develop as the urban 60 per cent.

VISIT TO THE COUNTRY



Here are pictures representative of what you will find in *Ruralaria* today—automobile agencies, banks, grocery stores, beauty parlors as bright, attractive and modern as you will see in any city.

Talk to leading country merchants, bankers, or farmers, and you will greatly simplify your rural sales and advertising problem. Find out what they think of *Country Gentleman*. Find out what they think of *Country Gentleman* readers.

Then you will know what it means to advertise to *Ruralaria* in America's Foremost Rural Magazine. You will see, from your own experience, that here is one

publication strong enough in itself to build national rural preference for your goods. To sell the rural market, be sure to sell thoroughly the 1,500,000 families who read America's Foremost Rural Magazine.

If your product is one that most families can use or enjoy, *Country Gentleman* should be a fundamental part of your advertising plan.

COUNTRY GENTLEMAN

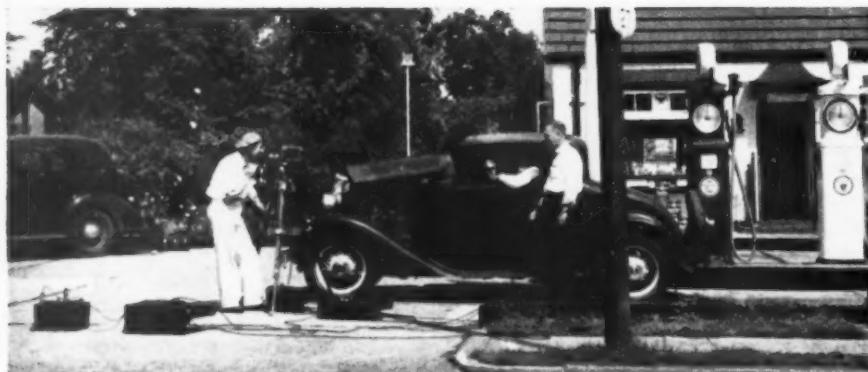
AMERICA'S FOREMOST RURAL MAGAZINE

... Key to 40% of National Sales Potential

THE CURTIS PUBLISHING COMPANY • Philadelphia • Boston • Chicago • Cleveland • Detroit • New York • San Francisco

AUGUST 15, 1936

[251]



Pure Oil Shoots the Works: The cameraman making a "movie" of this typical Pure Oil service station is focusing a 16mm. single system sound recording camera supplied with power by two 6-volt batteries shown at left of picture. The man in the car holds a microphone which will be concealed by the windshield pillar in the finished job. And the service station man is just "acting natural."

Pure Oil Trains Its Service Men with Sound Film Program

Results of film meetings of independent service station operators and their employees are "more than satisfactory," reports Pure Oil. "Solvenizing" business increased.

SERVICE station operators in approximately 16,000 outlets scattered over 32 states, the territory of the Pure Oil Co., are being educated in station management through the use of "home-made" 16-millimeter sound films. Twenty projectors are being used and the films are shown at group meetings of employers and employees. Results to date are "more than satisfactory."

Pure Oil markets largely through independently owned stations, but seeks to distribute knowledge of better methods and modern ideas with a view to increasing sales. No professional actors are used in making the films. Instead the "actors" are all actual workers filmed "on the job."

Theme, continuity, and mechanics are all worked out under direction of Stuart Grant, of the company's training and educational committee, and actual production was begun less than a year ago. No dialogue is attempted in the film, owing to the mechanical limitations of the 16mm. films, but an off-stage voice is freely employed.

Such familiar sounds as motor knocks, tappet noises, etc., are used. The cost of the raw stock, development, printing, etc., for ten reels is put at about \$6,100.

One dealer who viewed a picture dealing with the company's solvenizing service had been on the job selling Pure Oil products about 60 days.

Before that he had worked for three major oil companies and had owned and operated his own garage for some years. With that background it might be felt that he knew his business. Two days after he saw the picture a representative of the company called on him. He asked:

"Did the pictures help you?"

"Look out there," the man replied, pointing to seven cars standing in a row. "They are all waiting for the solvenizing service. I sold them on it this morning. Before I saw the picture, and learned what solvenizing meant to the car owner, and found how to approach him on the subject, I wasn't getting any of that business."

"We don't show any dumbbell situations in making our films," Mr. Grant said. "We think that too often in trying to improve sales methods the management is likely to give the impression that salesmen are not very bright. We believe they are bright."

"We think it unwise for any management to belittle the men out on the job. When the men don't get the idea we believe the man who is trying to tell them is at fault. Either he has not told them enough or he hasn't told them in a manner they can grasp."

One of these home-made sales films consists of 1,600 feet of 16-mm. film, sufficient for a 40-minute show, devoted to Pure Oil Super-Solvenized products. The film ties-in closely with

the company's radio and advertising campaign to the public featuring "Dirty Dan Carbon."

Solvenizing consists of the use of a solvenized concentrate manufactured by the Lubrizol Corp. which, added to motor fuels, cuts out the carbon binder in piston rings and loosens binder and carbon in valves and guides.

In putting over the story on films for the service station men who, in the last analysis, are the salesmen who meet the public and on whom success or failure depends, animated drawings appear frequently.

"One film which costs us very little, but which we think has been quite valuable to us," said Mr. Grant, "is called 'Making Every Minute Profitable.' This is a two-reeler, 16mm. and merely carries a service station employee through a suggested routine for a day.

"He is shown washing the pumps, cleaning up, dressing the windows, waiting on customers and doing the usual duties. Then he starts for the bank to deposit the money. When he gets into the bank he stops to remind the president that he is over-due for an oil change.

"On the way to the bank and back he is shown stopping a half-dozen persons, all apparently acquaintances, reminding each that he's ready to service them—a bit of friendly sales talk.

"Back at the station, while a service man is drawing the oil from a customer's car for a change, the dealer shows the customer the articles in the station windows and interests him in accessories which he may need. The customer makes a couple of purchases as a result of the salesmanship.

"With pictures of cars of various makes and models we show the men the trouble spots—the places on each car to check most carefully if they are to have no lubrication dangers.

No "Canned" Sales Talk

"We do not try to put words in the mouths of our men. We don't want them to use 'canned talks.' We want our men to know what to do and how to do it but leave the words to them."

In inducing the dealers to attend the meetings and see the pictures, Mr. Grant explained, they were told two things:

"Come down to our show tonight. We've got something that we think will help you to sell."

"We think we can help you make more money."

The Pure Oil Co. uses a DeVry camera with special sound drums and special aperture gauge. It has standardized on DeVry projectors.

GAR WOOD INC.

THE GREATEST NAME IN HUMOR

PAY TO THE ORDER OF

TO THE DETROIT RA
RADIO STATION

IF PROPERLY ENDORSED AND
PRESENTED FOR PAYMENT IN
30 DAYS

PAY TO THE ORDER OF

USM

1931

THE TALLEST RADIO TOWER IN AMERICA

CHECK NO.
VOUCHER NO.

PAY TO THE ORDER OF

Checks as an Advertising Medium

Every alert sales and advertising executive knows that advertising can be profitable—but not all of us know that certain effective forms of advertising can be secured without any cost. Bank checks are a striking example. How many checks does your firm send out each year—and to how many companies and individuals? Do they show merely the name of your company—or are they striking advertising posters such as the ones illustrated on this page?

WHITE CROSS MEDICAL SUPPLIES *Incorporated*

The FIRST MAN

"LINE OF THE MINUTE MAN"
BOSTON AND MAINE RAILROAD
FREIGHT CLAIM BUREAU

TREASURER
BOSTON AND MAINE RAILROAD.
PAY TO THE ORDER OF

GROGAN STEEL CONSTRUCTORS INCORPORATED

ALBANY TRUST CO.
Troy, N.Y.

PAY TO THE ORDER OF

Fanny Farmer CANDY SHOPS, INC.

HOME OFFICE
7 GRIFFITH STREET
ROCHESTER
NEW YORK

PAY
TO THE ORDER OF

\$

Autopoint Company

Autopoint

Peter Paul, Inc.

NAUGATUCK, CONN.

ANY DOLLARS

F.A. WHITNEY CARRIAGE CO.
THE J. CHALL CO.
SAMPLE PROVIDENCE

19

Inc.

CO.

THIS DRAFT WILL NOT BE
HONORED FOR

PARHAM CONSTRUCTION COMPANY
Builder of Bridges

EAST ST. LOUIS, ILL.

PARHAM CON

NK

NO. 96272

SELL ED

Fanny Farmer CANDY SHOP

1931

THE NATIONAL BANK



SALES LETTERS

BY MAXWELL DROKE

These Lads Get Paid for Not Inditing Any Sales Letters

A well-known direct mail organization in the East receives a substantial check each month from a client—for *not* writing sales letters. This may sound like a case history lifted from the records of Ripley in AAA-Land, but it is an actual condition that has been existing for a number of years, to the satisfaction of all concerned.

It seems that in the early association of agency and client, a member of the agency staff wrote an inquiry-producing letter for the client, a well-known mail-order operator. The letter clicked. Indeed, it produced better results than any missive in the annals of company history. So the client, being uncommonly astute, has continued to use it, even unto the present day, and to reward the agent with a regular monthly stipend for services rendered.

To be sure, the agency has rendered helpful counsel in the interval. And they are still struggling manfully to than Old Faithful, which has now been posted some millions of times, reaching every Middlesex village and farm—not to mention several foreign lands, including the Scandinavian. Every once in awhile the agency folks conclude that they have achieved their goal. Some upstart letter will produce phenomenal results on a test mailing. Cries of "Eureka!" rend the air; hosannas are sung to Farley and the lesser gods of the RFD. But invariably the new letter is eliminated in the finals, and Old Faithful jogs along on its way to another million milepost.

Now, the moral of all this is that the shrewd mail-order operator is never willing to relinquish one sales instrument until he has found another of definitely demonstrated superiority. Having found a letter that works, he uses it again, and again, and again—meanwhile, of course, overlooking no opportunity to locate another appeal that will produce even better results. It is a philosophy worthy of more general acceptance.

Most advertisers, I regret to say, possess all of the stability of an aspen leaf. They are constantly impelled to try something new—some new idea, new appeal, new approach. As a result, they never quite succeed in driving any one point home. We have not yet begun to comprehend the powers of resistance inherent in the human mind. By the time you are damned sick and tired of hammering away at a few basic truths, you will find that you are just beginning to make a faint impression

on the minds of some of your more alert prospects. It takes *time* to get ANY idea across. When you have found an appeal that works, for goodness sake stay with it!

We All Like to Be Made to Feel That We Are Sir Oracle

The Avondale Motor Car Co., Chevrolet dealers of Cincinnati, have an idea that appeals strongly to me. George Ten Eyck, vice-president, sends me a letter that they have been mailing to local merchants:

"As one merchant to another, may we call our company to your attention?

"We would like your indorsement and are inviting it because many people ask a business man for his opinion when they are considering the selection of new things.

"We dare say you are occasionally asked what low-priced car, and even more frequently, what company, you would recommend.

"Avondale Chevrolet is owned and operated by the men who created it, and we have been serving Chevrolet owners for the last 13 years. Our officers' names are shown above.

"May we ask your indorsement and recommendation?

"We faithfully promise to serve well anyone you may care to refer to us."

Here's a letter based on sound psychology. The small merchant is flattered by the fact that his good will is valued and sought after. Moreover, a pronounced trait of human nature is our yen to recommend an individual, product or service to others. We all get a great kick out of it. I do not say that the letter in itself is a masterpiece, but it is a pretty good job. And I am gambling that the name "Avondale" will stick in many a merchant's mind. When he himself—or his aunts, uncles, cousins or customers—need a low-priced car, this merchant will have better than an even chance at the business.

More on a Community Fund That Doesn't Just Plead

Some months ago I told in these columns how the Indianapolis Community Fund had kept its subscribers "sold" through a series of human-interest bulletins, mailed during the harsh Winter months. These bulletins showed, plainly and simply, how the subscriber's money had been invested to relieve suffering and privation;

Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

demonstrated in terms of food, clothing and shelter, what those dollars had meant to destitute families.

Now, I am happy to learn from an executive of a southern community chest, that, inspired by this example, they have issued a Spring bulletin on a similar theme. "Your dollars are blossoming," the subscriber is told. "You have helped bring some spirit of Spring into the lives of many of those in need. Last Fall you planted some dollars with the Community Chest. Your dollars are blossoming now into accomplishment."

Bruce Barton, in his talk before the AFA, a couple of months ago, remarked that the age of public relations has only just begun. If this is true of business, it goes double in the field of social service. The next decade should see some of our smarter brains centered on the task of selling a community on its social obligations and opportunities. It's perhaps the biggest merchandising job in America today.

This Is So Blooming Obvious That Nobody Did It Before

There's always a new way to do the old thing—and more often than not, it's pretty blamed obvious. Thousands of designers have turned their talents toward the improvement of letterheadings. And always they have worked a design across the top of the sheet. Now comes a letter from Medical Mailing Service, of Chicago, with a design across the entire left side. Decidedly effective, without being freakish. I wonder why some one hadn't thought of that long ago! The design, the letter informs us, is "dedicated to those who tire of the commonplace."

One of whom we are which!

They Make No Bones Over Sending a Form Letter

It is a custom, in most circles, to go to considerable trouble to disguise the fact that the letters we send out are forms. But the W. M. Welch Manufacturing Co. has, very cleverly, I think, capitalized the fact that one of their messages is not a personal appeal:

"This is a Form Letter!"

"We do not conceal the fact that this is a form letter. On the contrary, many of our customers occasionally overlook an invoice and they welcome an impersonal reminder of this sort.

"If there is any service or adjustment necessary in connection with our invoice of (date) in order to put it in line for prompt payment, please let us know.

"If not, may we have your check for \$....."

The procedure, of course, is precisely like that of Our Hero in the old-fashioned tears and cheers dramas who would spout, "Beneath this homespun weskit there beats an honest heart!" It always brought a hearty round of palm-smacking.

SALES MANAGEMENT



Maxwell Droke

write a *better* letter which has now been posted some millions of times, reaching every Middlesex village and farm—not to mention several foreign lands, including the Scandinavian. Every once in awhile the agency folks conclude that they have achieved their goal. Some upstart letter will produce phenomenal results on a test mailing. Cries of "Eureka!" rend the air; hosannas are sung to Farley and the lesser gods of the RFD. But invariably the new letter is eliminated in the finals, and Old Faithful jogs along on its way to another million milepost.

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PROOF FOR PROMISES

Promises of coverage or circulation are easy to get from any salesmen selling magazine space. But promises have yet to be put on a dividend-basis—as many an experience-hardened advertising buyer has had occasion to learn. . . . It was to substitute *proof* for such promises that the Controlled Circulation Audit was organized; to turn guesswork about controlled circulations into indisputable facts, by backing them with a regular, responsible audit. . . . C.C.A. is an independent organization to audit controlled circulations and to do nothing else. The purpose of this advertisement is to tell you that controlled circulation need no longer be purchased on either hope or promise. Publishers of the media listed below can show you C.C.A. audit reports for their circulations. C.C.A. insignia on their mastheads, rate cards and above their listings in Standard Rate & Data should be your guide to known value.

This Advertisement Is Sponsored and Paid for by the Following C.C.A. Publications

AGRICULTURAL LEADERS DIGEST	FLEET OWNER GLASS PACKER GOLFDOM	MACHINE DESIGN MACRAE'S BLUE BOOK MEAT	PRINTING INDUSTRY PROGRESSIVE GROCER RAND McNALLY BANKERS
AIR CONDITIONING Combined with OIL HEAT	GRAPHIC ARTS MONTHLY HOSPITAL TOPICS & BUYER	MEDICAL ECONOMICS METAL CLEANING & FINISHING	MONTHLY RUG PROFITS
BETTER ROADS	INDUSTRIAL EQUIPMENT NEWS	MILL & FACTORY MODERN MACHINE SHOP	SCHOLASTIC COACH SHOE STYLE DIGEST
COMPRESSED AIR MAGAZINE	INDUSTRIAL POWER INDUSTRY & WELDING	MODERN PLASTICS NATIONAL JEWELER	SODA FOUNTAIN SUPER SERVICE STATION
DRAPERY PROFITS	JOBBER TOPICS LIQUOR STORE & DISPENSER	ORAL HYGIENE POULTRY SUPPLY DEALER	SYNDICATE STORE MERCHANDISER
DRUG TOPICS	LUBRICATION & MAINTENANCE	POWER WAGON	TIRES WOOD PRODUCTS
EARTH MOVER			
ELECTRICAL DEALER			
ELECTRIC LIGHT & POWER			
EXCAVATING ENGINEER			



CONTROLLED CIRCULATION PUBLISHERS

AUGUST 15, 1936

[255]

BY
ARTHUR H.
VAN VORIS
*I. Van Voris and Sons,
Hardware,
Cobleskill, N. Y.*



Sales Ideas That Ousted Competitive Lines from Our Retail Store

Established in 1864, the Van Voris hardware store has been under the same management for more than 40 years. During this time many salesmen have crossed its threshold, seeking to interest the proprietor in their wares. The author describes some of them—why they failed or succeeded. As a representative small town retailer, his views are of importance to all sales managers.

MANUFACTURERS' or jobbers' representatives who call on the retail trade have just about the same task to perform in selling their products as the retailer has when he tries to make a sale in the face of local competition from other stores.

The manufacturers' salesmen must be alert at all times, both to secure new accounts and to hold established ones. We might say it is one thing to get an initial order, but it is quite something else to develop it into a worth-while continuous account.

Somewhere along the line, for one reason or another, a salesman or the house behind him falls down on the job and along comes the representative of a competitive line and replaces the original one with his own. Can he hold his gain or will he, in turn, be forced aside? There are many interesting factors entering into this problem and I will try to outline some of them that have come into our own retail experience.

First, let's consider a case in which a distribution policy played into the hands of a salesman and did a very good job for us.

Some eight years ago, Fred Croner,

on the sales force of Bright Star Battery Co., called at our store. For many years prior to this we had been selling a brand of batteries which was the one best known to the public from its continuous extensive advertising. It was and is a good brand and everyone knows about it. I imagine every dealer selling it experiences good sales. *But* here's just the point—any dealer and every dealer could sell this brand. Consequently in any town there were and are innumerable retail sources where customers could buy them.

Mr. Croner pointed out that the Bright Star battery would substantiate his claim for quality upon trial; and if our sales merited it, he would place us on the quantity price basis; and the company would make no other direct sales in our town. We decided to give it a try, and with the feeling that we would reap the reward of our effort, we set about to give greater display and more advertising to the brand. It was *our* product in *our* town. After eight years our battery business has greatly increased, and we have won a great many repeat customers who necessarily *come to us* (and to no other local store) for Bright Star batteries. In the interim, we have sold

Common Denominator: In this modest store of the Van Voris company salesmen meet problems and win or lose battles typical of the whole small-town selling world. Most welcome through its awninged doorway are "the men who know they have a good thing and know what the average retailer can do with it."



Arthur H. Van Voris

different kinds of these batteries to a local electrical supply store—which could be done on account of our quantity cost set-up.

I cite this as an example of the enthusiastic return that may be the result of an exclusive proposition—a policy that works both ways so long as the retailer gives the manufacturer sufficient business. I understand, in the case of this product that there is today no such protection, and of course, jobbers could sell this brand in our town. But it seems to me that after eight years of winning repeat customers it would take any other retailer a long time to duplicate our success with this line in our town.

The next instance that comes to mind of a salesman ousting a competitive product is a peculiar one, for he both succeeded and lost—and his loss was really not his fault.

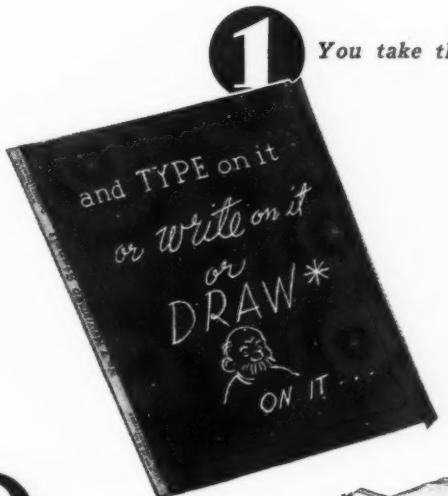
We were in the habit of buying three or four different brands of cutlery from different jobbers' salesmen. This had been our practice for a number of years until last year, when a salesman for the Blank Cutlery Co. called on us with a complete line of pocket knives, kitchen knives, butcher knives, paring knives, hunting knives—in fact, a knife for every purpose. We were familiar with the brand from an occasional previous mail order purchase of one or two special numbers. Before he had left, we had selected enough pocket and hunting knives to fill more than half of our knife display case and the salesman included new display boxes with the order.

So far, so good—for him and for us.

The knives came. We installed the new boxes and shortly we began to sell knives. Some of the numbers have been sold out by now—and we need more. But no salesman has called on us. We have erased some of the stock numbers and the costs applying to them. We do not know the stock

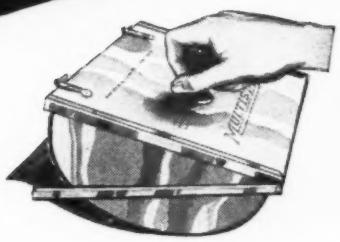
1

You take this stencil



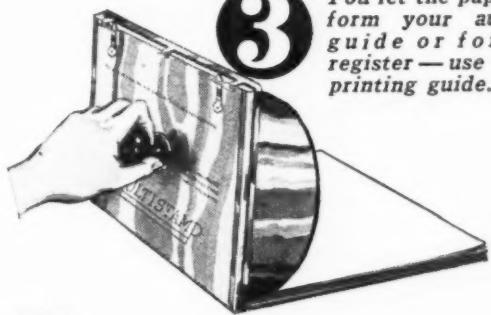
2

You rock the Multistamp on the stencil and it clicks smoothly in place.



3

You let the paper stack form your automatic guide or for close register—use the new printing guide.



4

You rock the Multistamp over and back



This All-Purpose Duplicator will bring you more business at Less Expense!

A wonderful outfit for the advertising department—yes. But almost every department of your business can use MULTISTAMP to advantage. For 15 years a proven time and money saver.

Print your own office forms, sales letters, cards, circulars, shipping tags, menus, etc., at a fraction of what they've been costing you. No type to set; operating expense negligible. Your office boy can make clear, perfect copies of handwriting, typing or sketching. Revolutionary new printing guides register impressions exactly where desired.

Complete MULTISTAMP outfits are \$35 and less. Request free samples of work and verified users' profits.

THE MULTISTAMP CO., INC.
529 W. 21st STREET • NORFOLK, VIRGINIA

and there's your message . . . ready for mailing!

MULTISTAMP
STENCIL DUPLICATOR

Weight the Way

There are plenty of ways to spend money in advertising—some foolish, some prudent. Spending it foolishly still is easiest. Really, the problem is no problem at all. The experience of other advertisers still remains the sure-footed guide. When things were moving downward in 1930, the Newark Evening News moved into first place in advertising lineage among all newspapers in the country published weekdays only. Through '31, '32, '33, '34, and '35, it remained there. At 1936's half-way mark, it still leads! With a daily average of 7,518 more families than a year ago now taking the News into their homes, there's no problem to weigh as to which is the best way to sell the Newark-North Jersey market.

Newark Evening News

NEWARK, NEW JERSEY

O'MARA & ORMSBEE, INC., General Advertising Representatives, New York, Chicago, Detroit, Boston, Atlanta, San Francisco, Los Angeles

[258]

numbers of the hunting knives. We could, no doubt, refer back to our invoice, but this would indicate no designs and it would mean just so many numbers and so many prices.

Not so good—for the company or for us.

We like the product. We would buy more. So I wrote a rather lengthy letter to the company suggesting that if its salesmen had such long itineraries that they could call only once or twice during the year it ought to issue to its dealers some sort of handy mailing piece to pick up these repeat orders. This mailing piece should illustrate the popular models and give description and prices. If an account is worth getting, it's worth holding and the *seller* should be the one to take the active steps if he wants the business.

Next comes an unusual kind of "ousting" in which it would seem that although the manufacturer's salesman lost out, his company lost only indirectly. It's like this.

It concerns Mirro aluminum made by the Aluminum Goods Manufacturing Co. "Mirro," the widely advertised brand, is sold only by company salesmen who call on the retail stores. However, they also manufacture two or three other brands that are of less expensive grades and of these the Viko brand is sold by jobbers.

Right Product, Lower Price

For a number of years we have carried a pretty fair stock of first-grade Mirro brand, buying from the company on occasion of the salesman's visits to our store. Perhaps he called three or four times a year. The salesman for the Bingham Co., one of the large national hardware jobbers, is an alert chap and a year or so ago he asked us why we didn't try out a few pieces of Viko, the second grade of aluminum ware, saying that in these days of keen competition it wasn't bad business if the retailer could offer his customers a price advantage and still furnish a good article. He generally carried a sample or two of Viko ware and upon inspection his suggestion seemed eminently satisfactory.

We followed this idea and from a small beginning, we have now gone in for Viko so thoroughly that we no longer place Mirro orders with the company salesman when he calls. Viko sells well. It pleases the housewife. Its price is more attractive and the rate of stock turnover is so much better for us. Before, we were ordering from the factory by direct shipment which entailed heavy freight rates because of distance. This meant capital tie-up, since we always bought more than we could expect to sell in the im-

mediate future. Now we enjoy a minimum freight rate and a first-class turnover, for the jobber's salesman calls on us every two or three weeks. The company salesman is a good fellow and he accepts the changeover in good grace. Although he takes no more orders, still his company continues to profit from our jobber purchases.

May I conclude with an illustration of "ousting" which consists merely of ousting a lack of information or a lack of interest on the part of the retailer for some particular product which may not otherwise appear to conform to his type of stock. In other words, introducing not a different or competitive product, but an entirely new one.

"But We Don't Handle That"

Until three years ago, we thought that the sale of packaged motor oil belonged not in the hardware store but in the garage or service station. This was our idea, until one day the representative for the Texas Co. called on us and persuaded us, by telling of the experience of other hardware dealers, that we were missing a good opportunity if we did not take on his company's popular-priced Valor motor oil packaged in sealed two-gallon tins. I will say that the price is unusually low for a motor oil of any sort of branded and known quality on which the company behind it does not hesitate to place its own name. Our previous refusal to sell this grade of oil had been due to the fact that all such offerings had been of unknown brands with no company name on them and we did not like this kind of business.

The original case order was not a very heavy investment and we took it. In the past three years we have sold dozens and dozens of cans. Not only have we yet to find a complaint from a buyer but we have built up repeat-customer sales on the product over the entire S.A.E. rating of viscosity range. It has turned out to be a first-class stock item which practically sells itself from our daily store front stacked-can display. So, all hail to the salesman who has a good thing and knows what the average retailer can do with it if he but shows average interest and enthusiasm. Everyone profits when he "ousts" a lack of information, forms a new contact and introduces a new line.

Westinghouse Ads Up 50%

Westinghouse radio division will increase its 1937 advertising budget 50% over the 1935-36 amount. Program includes magazines, spot radio, dealer helps, and a co-op newspaper series for dealers.

SALES MANAGEMENT



*New Orleans is a great city
But...*

The CITY of IOWA ... is a BIGGER market!

A newspaper advertiser's effective "sales city" is bounded by 20% circulation coverage of all families . . . generally considered the minimum necessary to move goods profitably.

By this 20% standard, one New Orleans Sunday newspaper covers 4 counties with a total population of 514,914. The other covers 28 counties having a population of 1,252,752.

In Iowa The Des Moines Sunday Register with 286,047 circulation, gives 20% or more coverage in 95 out of Iowa's 99 counties—turns a whole state into a single "sales city" of 2,344,735 people. Average coverage for all Iowa is 45% of all families.

Compare the Sales Possibilities of These Two Markets: . . .

	New Orleans Newspaper A (4 counties)	New Orleans Newspaper B (28 counties)	CITY OF IOWA (95 counties)
Population*	514,914	1,252,752	2,344,735
New Car Sales†	7,568	18,110	65,364
Retail Sales‡	\$108,000,000	\$188,000,000	\$458,000,000
Spendable Money Inc.§	\$245,136,000	\$429,839,000	\$1,174,000,000

The "sales city" of Iowa, a far more valuable market than New Orleans, is easily captured by alert advertisers through "BIG city" schedules in the newspaper that 45% of all Iowa families read, The Des Moines Sunday Register.

*1930 Federal Census
†1935 R. L. Polk
‡1933 Federal Census
§1935 Sales Management

B Y W A L L A C E P A T C H



Norman Bonner

ONLY 24 years old, and 18 of those years a salesman. That's the record of Norman Bonner, Electrolux salesman of Worcester, Mass. And equally startling is the fact that during the past three and one-half years, this youthful veteran has made every six months at least 50% better than the same period was the previous year.

Selling vacuum cleaners, door-to-door cold turkey, he placed 135 units in 1935 for a gross of over \$10,000. The first three months of 1936 found his increase mounting to nearly 60%, with the result that he was appointed a team captain for his district on April 1, leading ten men. He travels about 12,000 miles a year, and makes every mile pay dividends.

If he finds no previous appointments on his book, Mr. Bonner starts his day by checking back into the neighborhood where he made his last sale the day before. Thus he can open up in this way:

"Probably you have heard that your neighbor, Mrs. Smith, bought a vacuum cleaner just yesterday . . . I had the privilege of taking her order for the machine. I'm calling on a few of her neighbors today merely to demonstrate some of the highlights of my product . . . I have no intention of trying to argue you into buying a cleaner, but simply ask a chance to show you a few of the services it will perform. There is absolutely no obligation involved. You'll be the judge of results, and can make up your mind accordingly, at your convenience."

Nine times out of ten a dignified, courteous introduction such as this gets

A Star Vacuum Cleaner Salesman Tells How to Tame Ladies Who Slam Doors

—and he ought to know. His sales have gained at least 50% in every six-month period for the last three and one-half years.

Mr. Bonner inside. Or, if the Mrs. Smith whom he sold the day before is willing, he may merely announce that he is giving a neighborhood demonstration at the home of Mrs. Smith that afternoon and hopes she (the prospect) may be able to attend. In either case, he always tries to set aside the morning hours for cold turkey canvassing, since that is always the best time to catch the housewife at home.

Mr. Bonner has also found the hours from six to eight in the evening very good for canvassing, and particularly profitable for calling back to close sales. In fact, this early evening work is one of the chief reasons why he has forged ahead so rapidly. He never calls a poor day a poor day and lets it go at that. If things haven't gone so well during regular hours, back he goes to the road after an early dinner, and makes up the difference almost every time.

Night Sales Stay Sold

"The record shows that nearly 60% of my sales are closed at night," he explained. "And I've found that night sales are the best ones, too, because it is so much easier then to establish a complete agreement between husband and wife. For this reason it does away with a lot of extra calls, and entirely eliminates returns and refusals on delivery.

"While I have found that 60% of the housewives are granted ultimate authority when it comes to purchasing household equipment, it always helps to be able to show the husband the real economic and wife-saving values of your product. Better always to have him with you than merely standing neutral on the sidelines. And, of course, with the remaining 40% who can make no decisions without an official O.K. from the 'boss,' the evening call is an absolute necessity.

"Obviously, then, while out canvassing it is a great time-saver to determine as early as possible in your interview just who 'selected' the cleaner (or some other appliance) now used in the home. This can be done easily in a tactful, off-hand manner revealing little concern on your part, and the answer should go a long way toward helping you plot your interview and the succeeding calls which may be needed to close the sale."

The Approach Politic

As indicated, Mr. Bonner has become a master of the gradual, disarming approach. Ever since he started out as a newsboy, 18 years ago, his smile has been one of his big assets: "About a mile wide" is the way he describes it, but apparently it looks genuine for it has always returned good profits. He never tries to do any selling at the door, limiting himself to a good-natured appeal for an opportunity to demonstrate his product, and always stressing the "no obligation" angle.

If the prospect appears very firm in her statement that she cannot spare the time today, he retires gracefully with the assurance that he will call again soon, having first made a definite appointment if possible. And he does call back. He has found this step-at-a-time policy many times more productive than desperate appeals hurled through a half-open door along with drafts which chill both the housewife and her home. Departing with some cheery comment about the weather, or the grounds about the house, or the lady's pet dog, he leaves a pleasant impression which usually makes it easy for him to get inside on his next call.

In laying the foundations of his selling structure during a demonstration, Mr. Bonner has learned to watch every



History Repeats Itself . . . Industry Looks to TEXAS as its NEW FRONTIER

"Gone to Texas" was a familiar phrase in America about one hundred years ago.

Homesekers, hardy pioneers were flocking to the new Republic by the thousands, seeking opportunity in a newer, more promising land.

America's 1936 migration is again to the Lone Star State. Thousands are now journeying to Texas by air-cooled trains, by motor, plane, bus and boat. A magnificent, \$25,000,000 Exposition and scores of colorful Centennial Celebrations are this year's big lure. All America is helping Texas celebrate.

To Texas business builders and America's industrialists the Texas Centennial is more than a great

sectional Exposition and a series of festive celebrations. It is a resume of remarkable progress made by enterprising Americans in the short period of one hundred years.

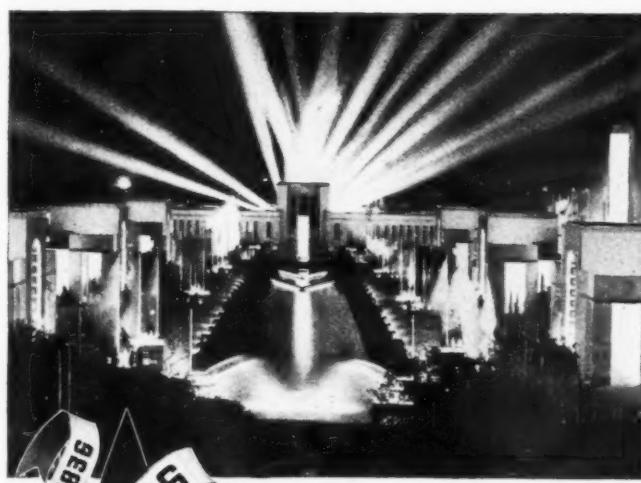
Where early pioneers moved to Texas seeking richer agricultural and grazing lands, American manufacturers now find rich markets and opportunities for participation in an industrial expansion that is definitely under way.

Heretofore 83% of the wealth of Texas has been agriculture. Today, with the discovery of vast stores of oil, the balance is swinging to the industrial side. The transformation of rich natural resources into finished products manufactured in the State will be the next great source of the State's increasing wealth.

Texans realize the big part industrialization is to play in the State's progress during the next ten years. Manufacturers and industrial concerns, large or small, find a hearty welcome and helpful cooperation in every part of the State. Write the Chamber of Commerce at any city or community in which you are interested.

Your visit to the Exposition at Dallas, the glamorous Frontier Centennial at Fort Worth and scores of other celebrations throughout the State will give you a comprehensive picture of Texans as they work and play today.

Whether you come for business opportunities or pleasure, there's a friendly welcome and a warm hand-clasp awaiting you in the Lone Star State.



TEXAS CENTENNIAL CELEBRATIONS

AUGUST 15, 1936

MAIL OR WRITE

TEXAS CENTENNIAL,
State Headquarters, Dallas, Texas.

40B

Please send illustrated literature on Texas and the Centennial Celebrations.

Also, I am interested in Texas markets and industrial opportunities, please send information on the following Texas cities:

Name _____

Business or residence address _____

City _____ State _____

reaction of his prospect closely. He believes he can now estimate a personality correctly within the first two or three minutes of his interview, which is a tremendous advantage. He plots his course accordingly, building his close gradually, jumping on all leading questions from the prospect and converting them into a real desire to buy.

Thus, instead of going through a routine mechanical demonstration and then having to turn awkwardly into a straight sales appeal, he has built up his sale naturally throughout the entire demonstration. Thus the sale is often already closed by the time Bonner starts packing his equipment back into his kit. The prospect has been allowed no opportunity to sit back and brace herself for the attack. In fact, no "attack" is necessary.

Norman Bonner keeps his own sales records and prospect lists, never depending alone on tips and suggestions from the head office. At least twice a year he sends out cards to customers advising them that he will give a bonus on leads they turn in which he can convert into sales.

One Customer Sells Another

This bonus idea takes varied forms. Occasionally he may offer to clean the lucky customer's rugs, or he may take care of one of the payments remaining due on the customer's own cleaner. In this way he is always stimulating new leads, because the customer making a recommendation is, naturally, anxious for the sale to go through and often helps prepare the ground.

Recently a woman slammed her front door in the young man's face. It was the first time a thing of this kind had ever happened to him in 18 years of selling. He was startled, of course, and a bit peeved. But he sensed immediately that there must have been some extraordinary circumstances to provoke such outlandish conduct on the part of that woman.

He walked around into the back yard, bent on discovering just what the trouble was, even though he might have to ring the back doorbell to do it.

On entering the yard he found the woman's little son trying to disentangle a rope around his pet dog's neck. The dog was nearly strangled. Just as Mr. Bonner had managed to release the pup, the woman opened the back door and thanked him for what he had done. She then apologized for having slammed the door in his face and said she would be glad to have him come in.

Once inside the house he discovered that, just after he had rung the front

doorbell, the woman had upset a whole tub of sudsy washing in the kitchen and soaked her floor, her shoes and stockings. Hence the temper. But after he had gone to work and helped her clean up the mess, she gladly allowed him a demonstration. And he closed a sale within 30 minutes!

A Salesman at Six!

Mr. Bonner started selling first as a matter of necessity. He was one of a family of 14 children, all of whom were expected to contribute toward the support of the household in one way or another. Starting with newspapers when only six years old, he quickly developed a keen enthusiasm for his job and before long had established a route which brought in from \$5 to \$6 per week. And it is worth note, in passing, that six of his brothers and sisters have also become outstanding salespeople.

Soon after finishing grammar school Bonner graduated to magazines, then to soap, then to sewing machines, household uniforms and other articles in the "family demand" class. Thus, through progressive stages, he developed naturally into a first-class house-to-house man. In his first three months of selling vacuum cleaners he made enough money to buy a good used car, which immediately boosted his sales again.



Two Equals Three: Bauer & Black are advising their retailers to use two of these duck displays on counters, for it has been found that dual showings sell three times as much as one. Zippordt, Inc., Chicago, designed and produced it.

Store Advertising Now Takes Smaller Split Out of Sales Dollar

The ratio of department store advertising expenditures to sales is slowly declining from the high of 1933, when business was slack, toward the low of 1929, when things were booming. The reverse is true for specialty stores. But the display percentage trends slightly upward in big department stores while going steadily downward in specialty stores. These facts appear in the new "Analysis of 1935's Publicity Expenses," issued by National Retail Dry Goods Association.

A summary shows that in the "under 1 million" store group, the advertising percentage dropped from 4.05 in 1933 to 3.90 in 1934 and 3.64 in 1935, toward the 1929 figure of 3.41%. The percentages in the "1 to 2 million" group for the same years were 4.01, 3.99 and 3.85, as compared with 3.59 in 1929. In the "2 to 5 million" group they are 4.57, 4.59 and 4.45 compared with 4.14.

Advertising percentages spent by specialty stores in the same years show that this class of store, doing a smaller volume in higher-priced merchandise, is spending more for advertising each year. Their median percentages rose from 4.95% in 1929 to 5.20 in 1934 and 5.32 last year.

The percentage spent for display (made up of "display payroll," "supplies," "unclassified" and "travel") has risen, in small department stores, from 0.64% in 1933 to 0.66 last year as compared with 0.70 in 1929. But the larger department stores show marked increases—advancing in the "1 to 2 million" group from 0.46 in 1929 to 0.60 last year and in the "2 to 5 million" group from 0.38 to 0.53% of total sales.

The report shows that the 1935 publicity dollar of the average department store was distributed in this manner:

Newspaper lineage.....	64 cents
Production	5 "
Miscellaneous media.....	4 "
Radio broadcasting.....	1 "
Direct mail.....	3 "
Advertising payroll.....	8 "
Total display.....	11 "
All other.....	4 "

Publicity total..... \$1.00

Compared with a like distribution for 1934, newspaper lineage decreased 2 cents and radio 1 cent, while 1-cent increases were shown in "production," "direct mail," "display" and "all other."

Dallas Builds Market with Style Shows, Trade Trips

(Continued from page 248)

direct mail pieces in red, white and blue with the suggestion to "See the Texas Centennial and be on hand for the Dallas Fall Market Season."

Good bait was the fare refund to merchants. For instance: "Upon purchases from Dallas firms listed, merchants' railroad fares will be refunded as follows: Within 200 miles of Dallas on \$1,000 or more, round trip fare will be paid. Within 200 miles of Dallas, on \$500, fare one way paid. Beyond 200 miles of Dallas, on \$1,500 or more, round trip fare will be paid. Beyond 200 miles of Dallas, on \$750, fare one way paid. Make the trip pay for itself!"

Spot announcements over radio station WFAA and special newspaper sections, used on Sunday preceding the Monday opening of the market season in the *Dallas News*, *Dallas Journal* and *Dallas Dispatch*, further served as a stimulus to attend the market. And, incidentally, to attend the shows where music would be made by Jose Manzanares and his South Americans—and where after the shows guests might dance until 1 a. m. on the cool club pavilion or inside the club. Advertisements were also run in *Southwestern Retailer* and *East Texas Chamber of Commerce Magazine*.

Downtown hotels housed over 100 exhibitors of merchandise from other states — representative manufacturers from coast to coast.

Trip Both Business and Fun

Another phase of Dallas' market-building plan is the annual trade trip, sponsored by the same association. During this event some 100 executives of Dallas wholesale and manufacturing institutions spend a week visiting their retail customers.

Each Spring the trip is organized, its itinerary planned into some valuable territory, and a whirlwind of publicity shot out to warn the towns of the coming merchants.

The finest available equipment is secured for the special train. Compartment and drawing-room Pullman cars are selected. A club car with showers, barber shop and bar, an air-conditioned diner and an observation car make up the living quarters for the tourists.

One or more baggage coaches are added to transport the thousands of souvenirs carried by the individual members to advertise their products and the balloons, pennants, pencils and other novelties advertising the market.

The train usually leaves Dallas late Sunday night. At 8 o'clock Monday morning the train pulls into the first town on the itinerary. A band, a group of entertainers, tour leaders and members of the party disembark, form two single lines and march through the business district of the town. At some strategic corner a portable public address system, carried by the trippers, is set up. An official of the association or the Dallas Chamber of Commerce takes the microphone, introduces some prominent man of the town for the address of welcome, then a member of the party previously selected for his public-speaking ability, to respond.

Following this brief ceremony,

which never lasts more than ten minutes, the members of the party scatter through the town, each man calling on his customers or his friends for brief visits. The band and the entertainers put on an hour's program of instrumental and vocal music.

At the end of the hour the party rushes back aboard the train and it moves along to the next stop. This is repeated throughout the day some four or five times. A larger city is used for the night stop. The daytime routine is followed there, but in addition there is an orchestra concert, followed by a dance, in the evening. The stop for the night usually is made about 4 p.m. (Continued on next page)

if you sell to retail furniture executives,
advertise in

FURNITURE RECORD

Established 1900

if you sell to manufacturers of furniture
and allied lines, advertise in

FURNITURE MANUFACTURER

Established 1879

if you sell to department stores, advertise in

RETAIL LEDGER

and its HOME WARE section

if you sell to hotels, advertise in

HOTEL BULLETIN

Member ABC and ABP

Established 1900

all 4 are edited by the staff of

VINCENT EDWARDS & CO.

World's Largest Advertising Service Organization

342 Madison Avenue

New York City

As the members of the party parade through the streets they throw souvenirs to the children—and grown-ups, too, in many cases.

For uniformity the trip members wear identical straw hats, with a yellow "Dallas, the Southwest Market" hatband. Each carries a cane and wears a badge showing his name and business connection.

The larger Dallas newspapers send representatives on the train and comprehensive reports of the speeches made, entertainment given and the economic condition of the territory traversed are wired back home.

The trip usually is of five days' duration, the party returning home Friday night, but on several occasions this has been stretched to seven days, leaving Wednesday night and returning the following Wednesday. On these occasions arrangements are made for a week-end stop at some popular resort city.

Swing Around Wide Circle

On the five-day trip the distance usually covered is about 1,300 miles, and about 30 cities are visited. The cost averages around \$165, which includes a pro rata share of the expenses of the band, of entertainers' salaries, and souvenir expense. It also includes transportation, meals, tips to porters and all other train expenses.

The spirit of the trip is distinctly convivial. Men chosen to make the trip are selected for their ability not only as salesmen but as companions. The monotony of parading, speaking and milling about hot streets is broken aboard the train with long tall cooling drinks in air-cooled surroundings.

There is careful attention paid to the use of liquor to excess, however, as much of Texas is dry territory and leaders of the tour feel that much prestige might be lost if some careless person should give the impression that the tour is little more than a traveling brawl.

Some of the executives on the train pick up their district salesmen along the route, making calls with them in the towns visited.

The first good-will tour, or "Business Tour" as it is now called, left Dallas on May 19, 1901. Since that time only one year has been missed. That was in 1918, when troop movements prevented securing of railroad equipment for the journey.

A different territory is visited each year—North Texas, East Texas, South Texas, West Texas, Northern Mexico, and the bordering states of Louisiana, Arkansas, Oklahoma and New Mexico.

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Letters from Factory Close Hot Prospects for Federal Truck Co.

PERSONAL letters from the factory to hot prospects in the field have proved of incalculable assistance to Federal Motor Truck Co. dealers and salesmen in closing innumerable sales during the past year the plan has been in operation.

When a Federal dealer or salesman gets a hot prospect—meaning one who is expected to buy one or more trucks within 30 to 60 days—he sends the factory a special "Red Circle Hot Prospect" report, incorporating all essential information to enable a factory executive to understand the circumstances and conditions.

The factory executive then writes the "Red Circle" prospect a personal letter calculated to help sway the deal in Federal's favor. He may follow this with one or more other personal letters before the deal is closed, depending on circumstances. Then when the prospect does buy, the factory executive writes him again, thanking him for the business and assuring him of satisfaction in case he bought a Federal; expressing regret and hoping for the future in case he bought a competitive make.

Always the Personal Touch

The prospect form bears a printed red circle to identify it as a "Red Circle Hot Prospect" report and is headed, "30 to 60 Day Prospect Information." The remainder of the sheet, regular letter size, is a printed form, providing spaces for filling in such information as name and address of prospect; nature of prospect's business; number of trucks in his service; name of individual contacted by the salesman; name of one to be contacted by personal letter; name of salesman making the call; whether prospect has been previously reported to the factory; what Federal model prospect is interested in; when he expects to buy; whether he is at present a Federal owner and, if so, whether he is a satisfied owner; what make of truck prospect favors; and considerable space for furnishing information of any kind which the dealer or salesman thinks will be helpful to the factory in writing effective letters to the prospect.

With such a report, properly filled out, before him, a capable factory executive can promptly visualize the conditions and circumstances and dictate a letter to suit them.

If the prospect is interested in a Federal truck of a certain model, the writer stresses the advantages of that model. He undoubtedly covers ground already gone over by the salesman, but a written presentation such as this, in the form of a personal letter from an executive of the factory at Detroit, carries exceptional weight. It also supports the salesman most effectively by mentioning him by name one or more times, and assuring the prospect that the dealer with whom the salesman is employed, and who also is mentioned by name, may be depended upon to give him the best of service.

As a result, the salesman who found his prospect very cold and distant before, finds that the same prospect welcomes him and warms up surprisingly after receiving that personal letter from the factory.



I'll Betcha! John H. Thompson, Detroit branch manager, handing Rex F. Glasson, Federal Truck's new business dept. manager, a check for \$100 which will be matched by Manager Rodney Hallam, of Chicago. The sales group which makes the best record takes all.

But even this, perhaps, is not the most important feature of the plan. Suppose the report states that the prospect is inclined to favor a truck of another make. The factory executive is thoroughly familiar with competition, of course, and he immediately begins thinking of the comparison between Federal and a truck of the other make.

For example, he knows the competitive product has a six-inch frame, whereas Federal has an eight-inch frame. The prospect is interested in cadmium bearings, too, and both Federal and the other truck have such bearings. But Federal charges much less for such bearings than does the other manufacturer.

Now, the Federal executive isn't going to say a thing about the competing make of truck, but he is going (Continued on page 274)

A Smart Advertising Salesman Gets Sore

in a hotel room 200 miles from his home office

Advertising Salesman Bill's report to Sales Manager Fred

Dear Fred:

Same old story with the A-C-T people. Everybody's for us except *T. W. Tarnation, vice-president in charge of sales. He wields a heavy pen when it comes to advertising media, believe me. For the 'steenth time I sent in my card, and for the 'steenth time it came back as though it had a rubber band hooked on it. "Sorry," the secretary says, "Mr. Tarnation's very busy. He can't see you to-day."

If I could only get five minutes with him I'd sell him tighter'n the cover on a golf ball.

Disgustedly,
Bill

Dear Fred and Bill: We don't want to brag, but Tarnation, vice-president of A-C-T Mfg. Co., is an enthusiastic reader of **SALES MANAGEMENT**. It goes through his reception room on ball bearings; he pays 4 bucks a year for it.

Tell a good sales story through **SALES MANAGEMENT** and Salesman Bill will probably get in next time he sends in his card. (*Fictitious, but typical.)



Why the Government Is Giving Cooperatives a Boost

Washington, August 10.

AS the last session of Congress drew to a close it became known that the President was taking a keen interest in the cooperative movement in this country.

Distribution and sales outlets learned with interest that Roosevelt was reading Child's "Sweden—The Middle Way," which applauds the success of cooperatives in Sweden. Shortly afterward a commission of three, headed by Jacob Baker, one of Harry Hopkins' right hand men in Works Progress, sailed to make a survey of the whole European cooperative advance. Leland Olds, of the New York Power Authority, and Charles E. Stuart, former v.-p. of the Export-Import Bank, are the other two members.

Probably the most fundamental change in the sales and retail structure of the country is slowly evolving from the trend toward cooperatives. They are the really big development of the last few years.

Parallel New Deal Aims

There are four or five major points which clarify the reasons for the zeal of the administration for the cooperative idea:

(a) Cooperatives may aid agriculture. Farm cooperatives have been the most successful type here and abroad. An interesting statement is made that Denmark credits farm and marketing cooperatives with reducing tenant farmers from 55% to less than 3% in 30 years.

(b) They hit at monopolies. The President likes this phase. Child's book on Swedish cooperatives states that they have broken or brought under control every "trust" in the country.

(c) The New Deal ambitions are fulfilled without bringing down on it the cry from all sides that the government is in business. Cooperatives bring about the reforms sought by the brain-trusters without changing radically the present form of government. In other words, the cooperative plan is "social" in its function while conforming to a general capitalistic American plan.

(d) The whole power program of the New Deal would be expedited materially. Power cooperatives are the most likely to get under way in the immediate future. The Rural Electrification Administration is lending millions of dollars for new lines; much of this has

gone into community power cooperatives.

Nevertheless, while the movement is growing rapidly (we have thousands of cooperatives in the country now) there seems little chance that retail distribution chains and food chains will be seriously affected.

Cooperatives are formed for one reason: To bring prices into line and insure a consistently low purchasing price for essentials. The chain store in the United States is embedded too deeply to be uprooted by cooperative growth. Co-ops could not under-purchase and undersell them. Co-ops cannot deliberately undersell; they are a mutual benefit organization which must pay out.

Not Branded "Right" or "Left"

There are obvious fields where cooperatives are certain to take hold. A Swedish light bulb manufacturer, for example, selling bulbs at 38 cents, was investigated by a co-op and instructed to reduce his prices. The manufacturer refused. The co-op went into the business, sold bulbs at 22 cents and forced the manufacturer to meet its price or abandon his business. The manufacturer fell into line and, according to report, is still in business.

More than one-third of the Swedish population are members of cooperatives. They have no particular political flavor. Roosevelt is not the first to take an interest in their development; both Harding and Coolidge were interested. Back in 1924 the Federal Trade Commission made a survey in Europe. Its report lauded the work done in other countries.

Sweden is just one of the cooperative countries. England—who followed Sweden's cooperative initiative years ago—Denmark, Finland, Germany, France, Switzerland and Czechoslovakia are expanding the movement.

England's experience has proved that invasion of the retail distribution field in competition with well established and well organized private corporations is not feasible. Co-ops have only succeeded in this field when they did not have to compete with firms of the magnitude of A & P or Montgomery Ward.

While the three-man commission is abroad (accompanied by three associates—Robin Hood of the National Cooperative Council, Clifford Gregory, of the *Prairie Farmer*, and Emily C. Bates, of the Consumers Cooperative Coun-

cil), the Bureau of Foreign and Domestic Commerce here is making a study also. It is reliably reported that the study will not be favorable.

Tax Bill Effects Encouraging

The Administration is elated over the results of the 1936 Tax Act. Money is moving with increasing velocity from corporate bank accounts into private accounts through dividend declarations.

The combined effects of bonus, normal advances toward recovery, distribution of profits under the new law, and other factors point to a "boom" this Fall. Twenty-seven corporations were checked by the Treasury Department to determine the extent of distribution of profits. It was learned that many of these corporations had declared dividends in excess of those paid out in 1929.

George Peek Looks to Landon

The foreign trade policy picture is developing. George Peek, if espoused by the Landon camp, will doggedly pursue his earlier formula for achieving agricultural parity. Peek is not a political opportunist—evidenced by his fight with Henry Wallace. If Landon wants to know just what George Peek means by a "barter" system, Peek's new book, "Why Quit Our Own," will tell him. The Peek-Wallace fight started after Peek was in as AAA Administrator and thought he was winning his point. Landon needn't make the same mistake.

Hank

Marketing Flashes

(Continued from page 229)

the savings which result from the omission of the freight charges to finance their round-trip transportation costs to the factory. The trip may be made either by train, plane or bus.

"Last year residents of many parts of the country made the trip to Pontiac, Mich., took delivery of their cars and drove home for the same price the car would have cost them delivered there."

Oldsmobile is another manufacturer giving car buyers a chance to see the world for nothing. As a sample of the manner its dealers are publicizing the plan we quote from an ad of Tri Motor Co., Casper, Wyoming, agent:

"You pay us just the delivered-in-Casper price for your new Oldsmobile. We pay your airplane fare to Lansing, Mich. Entire trip in the newest, finest, twin-motored planes. There your car will be delivered to you with enough gas coupons to drive home."

Designing to Sell



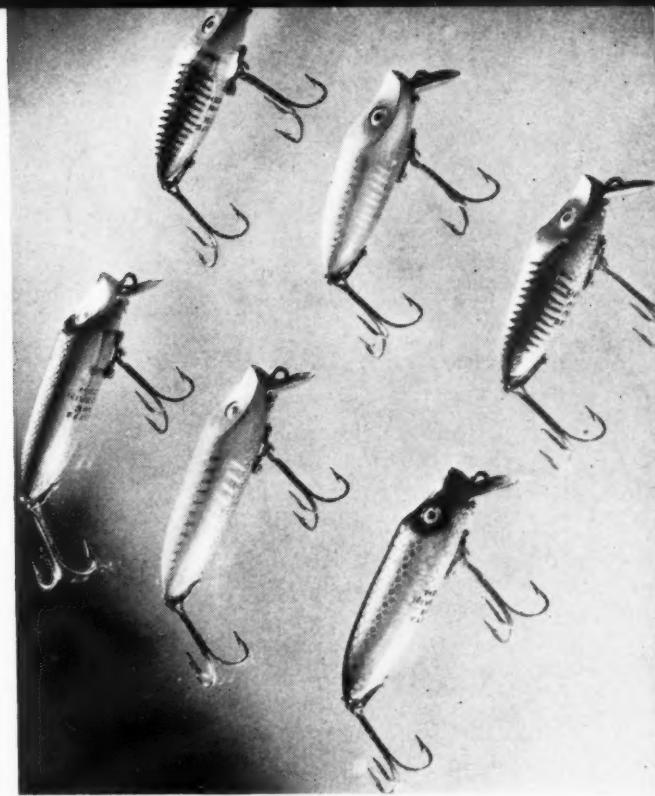
Mineral Fiber: (Left) the Eraser Co.'s "Rush-eraser" is what the name indicates, a fiber brush in a plastic holder. Top section of the holder turns, pushing a fresh section out as the older eraser tip is used up. Refills are inserted like leads for automatic pencils. It is recommended by the Syracuse, N. Y., firm for typists, bookkeepers, architects; and for model craftsmen to clean tiny parts or inaccessible corners and crevices. Commended for a routine subject modernized.



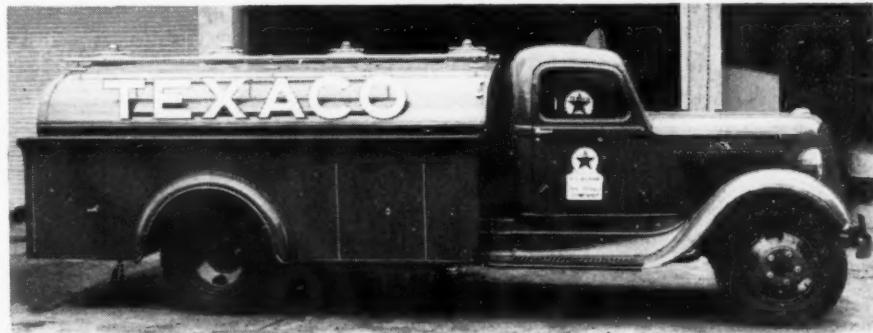
Pace-Setters: (Above) The "Rhapsody in Blue" kitchenware of National Enameling & Stamping Co. evoked such enthusiasm at the recent N. Y. Housewares Show that many manufacturers promised to turn out other products in the same shade. So kitchens may be completely equipped from vacuum cleaner to salt-shaker in one color.



No Diving: As long as there is a drop left in L. E. Waterman Co.'s "Well-Top" ink bottle it can be easily reached by pen. Also, there is no danger of dipping the pen too deep, for the reservoir holds just enough.



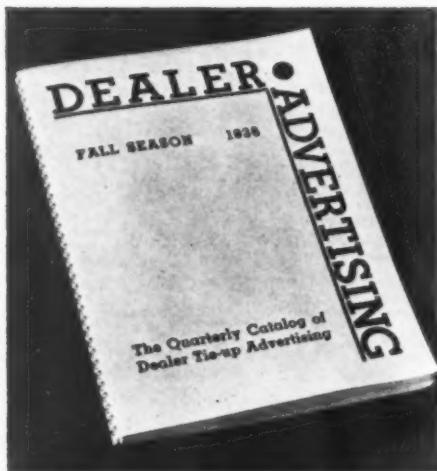
Plastic Minnows: James Heddon's Sons, Dowagiac, Mich., say that fish gulp their new bait (molded "Tenite" by General Electric) because they are as transparent, life-like as the real thing. Floating models at left; slow-sinkers and underwater ones at right.



Tail Wags Dog: For years the Beall Pipe and Tank Corp., Portland, Ore., made a few truck bodies for gasoline engines, but that end of the business had never shown much profit. Then came streamlining. The officials thought they couldn't redesign . . . yet finally it was done. Result: One addition to the plant already and another on the way to take care of increased volume. The "red-headed stepchild" department is now stepping along, threatening to eclipse other branches. Above is a job for Texaco, smart, up-to-date. Below is the first streamliner built by Beall. See page 208 for story on what led the firm into new revenue pastures.

6,500 Local Sales Forces Selling Your Dealer Mat Service

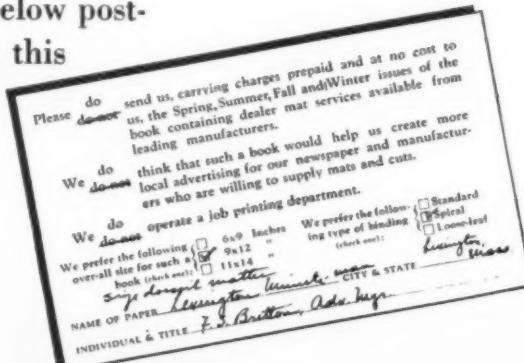
The present lack of organized methods in the handling of manufacturers' dealer mat services means a tremendous waste of time and money. Too many dealers remain unaware of mats available for their use. Mailed out, too many expensively prepared mats gather dust in hidden corners; and finally, too many dealers are too full of *advertising inertia*.



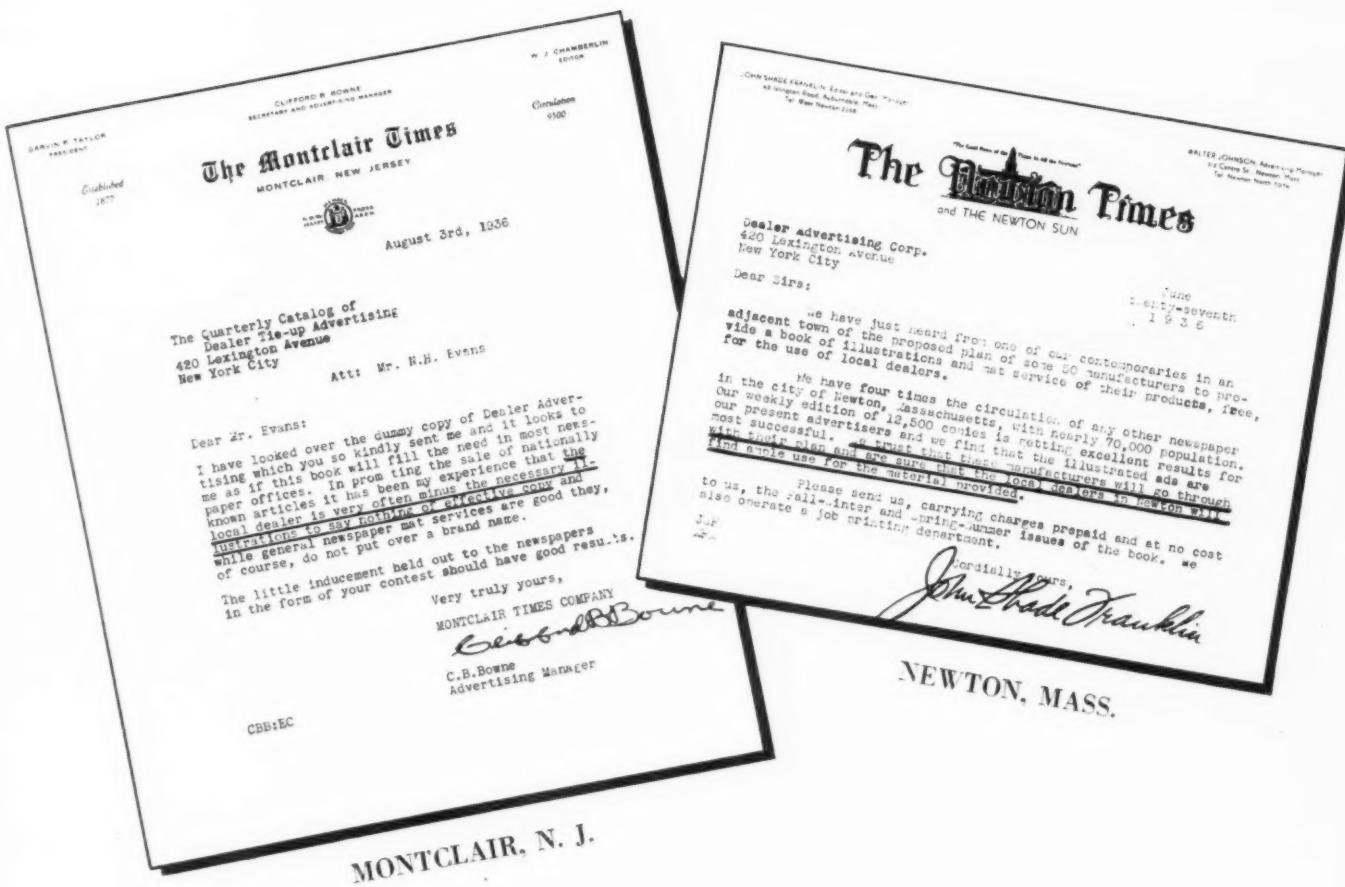
DEALER ADVERTISING is a quarterly catalog through which manufacturers can inform the best 6,500 daily and weekly newspapers of their tie-up mats which are available to local dealers. DA is compactly arranged by important retail classifications, wire-bound, generous 9 x 12 overall size. A novel and very important feature is the free page given to every advertiser for his use in presenting to newspapers the best talking points about his product,—price and profit policy, national advertising campaigns, etc.

DO NEWSPAPERS WANT "DEALER ADVERTISING"?

Yes, they want more dealer advertising and "DEALER ADVERTISING." (Show us a newspaper publisher who doesn't want more business.) 513 newspapers in three typical states were asked via the below postcard, "Can you use this service?" Within three weeks 313 answered. 305 said "Send it!"



Two More Letters from Newspapers



Why Do Local Newspapers Want It?

By showing your dealer mats in DEALER ADVERTISING you're giving local newspapers a first-class sales approach to the local dealers handling your line. You're not relying on dealers' inertia to get your mats into newspapers, but upon the sales ability of experienced advertising men on 6,500 local papers.

Here's organized sales effort for hire on your dealer mat service. **WHY NOT USE IT?** The cost is low. We'll be glad to send you full information and rates.

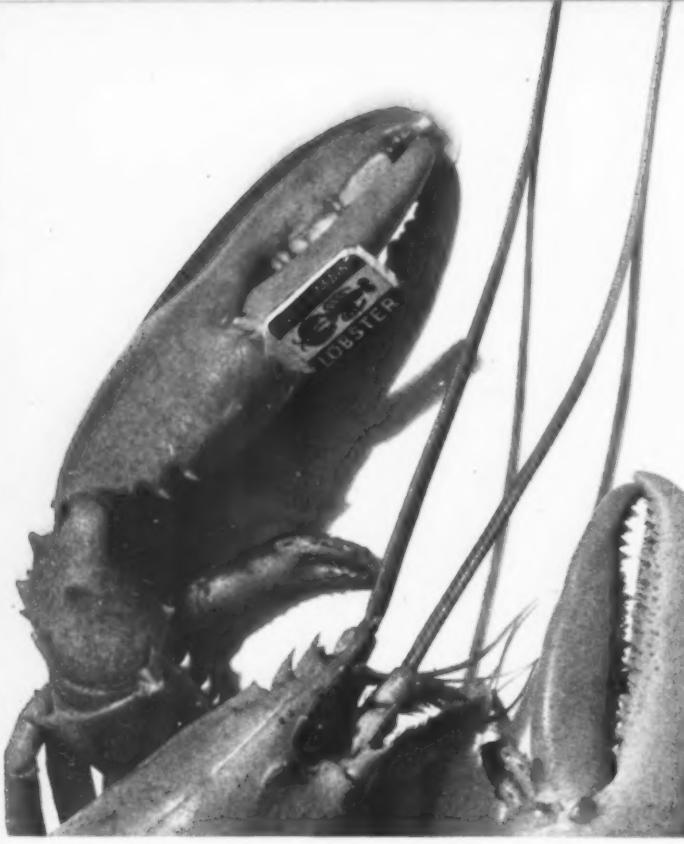
DEALER ADVERTISING

420 LEXINGTON AVENUE

AUGUST 15, 1936

NEW YORK

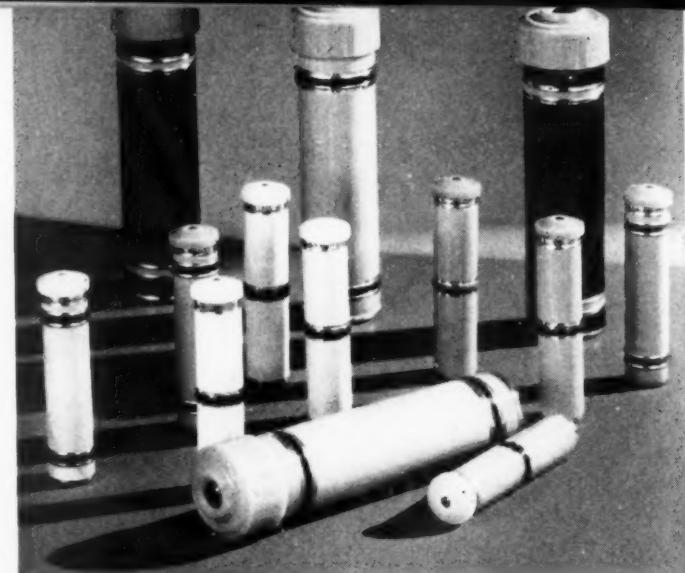
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Trade-Marked Lobsters: Sturges Dorrance, president of Dorrance, Sullivan, ad agency, is patenting his device to give brand identity to denizens of the deep. A wooden plug fits through the lobster's claw; to it is attached a metal covering with the brand, which won't come off.



Yodora: McKesson & Robbins' deodorant has been repackaged in tubes, for week-end use, to match the recently introduced jar. Accompanying literature explains that its pleasantly perfumed base leaves no residue, deters and deodorizes perspiration.

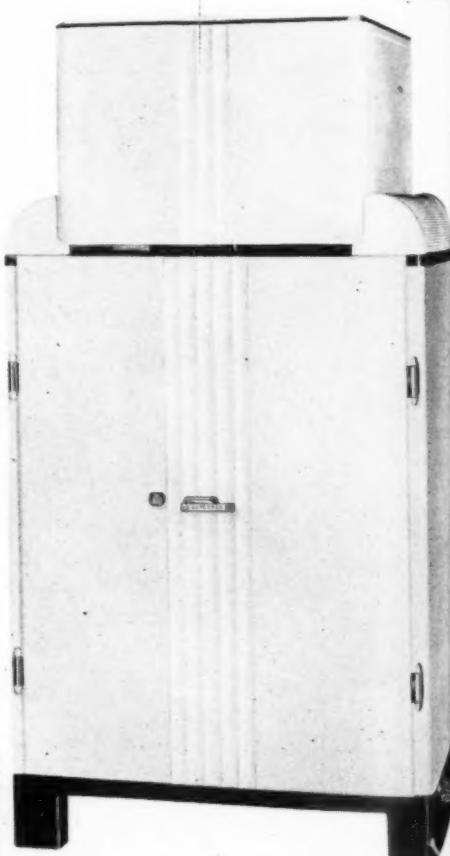


Jewelites: Appropriately named are these novelty flashlights of metal with perforated Plaskon caps. In two sizes, retailing for 30 to 45 cents, and a wide variety of color combinations, they are rapidly gaining national distribution. Usona Mfg. Co., maker, developed them with Owens-Illinois Glass's plastics division.

Ink Cubes: Chas. M. Higgins & Co., maker of drawing inks since 1880, brings out a line of writing inks in these bottles designed by Egmont Arens. The label provides a round spot of color for distinguishing the different ink shades and is highly effective in mass displays. Bottle by Hazel-Atlas Glass; label by U. S. Printing and Lithograph.



Oil-Burning Cooler: At right is the oil-burning refrigerator which Wilbur Henry Adams designed for Perfection Stove Co., Cleveland. It is "selling like the proverbial hotcakes in areas outside the boundary of gas mains and electric power lines."



Pal: On left is the companion to Perfection's refrigerator—an oil-burning range. Adams designed it, too. The pair are generally sold together. A good-looking stove that replaces old-fashioned wood, coal or smelly, noisy oil contraptions is evidently appreciated in rural communities. Both items are finished in porcelain enamel inside and out, in either white or ivory. They are said to be as durable and efficient as the best gas or electric models.

D E S I G N I N G T O S E L L

"In the News" means "In Demand"

RADIO NEWS

Receiver Mounted in Bakelite Cabinet

This announcement concerns the Pilot 150 and 200 series receivers enclosed in a strikingly designed solid BAKELITE cabinet, trimmed with chromium striping. The model 150 is a 2-band battery set, equipped with the latest developments, employing 5 tubes and having an undistorted output of .7 watt. The style 200,



also dual-wave band, operates on either a.c. or d.c., uses 5 tubes and employs a special 5-inch dynamic type speaker.

Radio Cabinets of Bakelite Molded featured as NEWS

WHEN PILOT brought out its 1936 line of radio receivers, one distinctive feature of the large table sets caught the eye of the public, the trade, and the publication news editors. It was the strikingly handsome Bakelite Molded cabinet. Trade and consumer magazines illustrated it and wrote it up in the most complimentary terms. It was the news of the day in the "radio world".

This good-will and news value of the trade-name "BAKELITE" is a sales asset from which many manufacturers have benefited. It is a plus-value added to the many other advantages of Bakelite Molded.

Among these are the adaptability of the material to the accurate reproduction of almost any shape or form; its rich, lustrous color and finish; its strength and durability; its resistance to temperature changes, moisture, acids and oils; and the economies it usually effects in production and assembly.

Bakelite Molded is available in black, brown and a variety of attractive colors. To learn more about it and the possibilities that its use may offer in improving the design, quality or performance of your own product, we invite you to write for our 48 page illustrated booklet 26M, "Bakelite Molded".



Pilot radio in cabinet of black Bakelite Molded. Pilot Radio Corporation, Long Island City, New York.

BAKELITE CORPORATION, 247 PARK AVENUE, NEW YORK, N.Y.
BAKELITE CORPORATION OF CANADA, LIMITED, 163 Dufferin Street, Toronto, Ontario, Canada

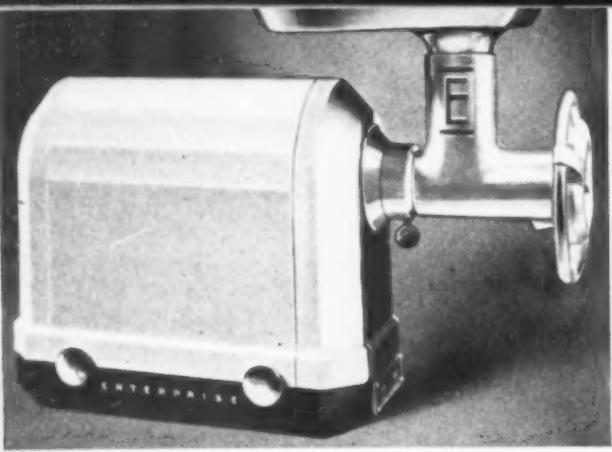
BAKELITE

The registered trade marks shown above distinguish materials manufactured by Bakelite Corporation. Under the capitol "B" is the numerical sign for infinity, or unlimited quantity. It symbolizes the infinite number of present and future uses of Bakelite Corporation's products.

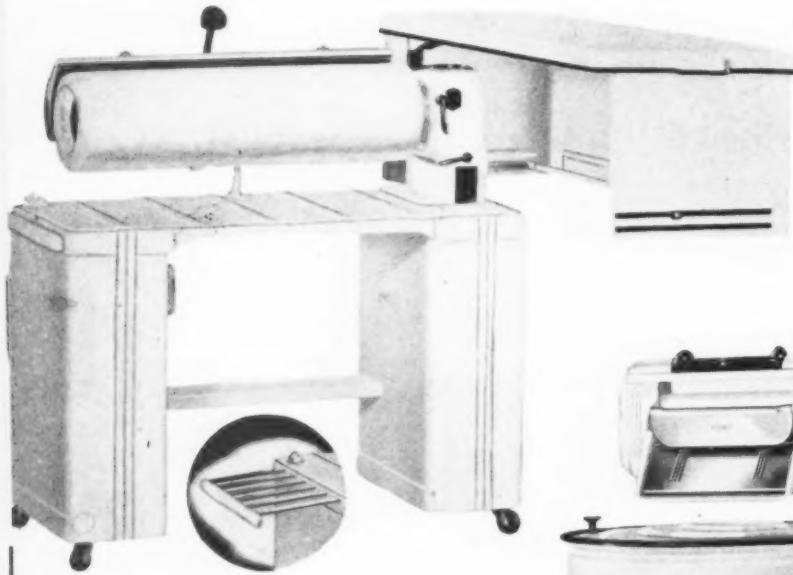
THE MATERIAL OF A THOUSAND USES

AUGUST 15, 1936

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Before and After: Enterprise, oldest maker of food choppers for home and business, now offers meat shops this (left) cleaner, whiter, smoother and much lighter weight chopper to replace the efficient but not-so-appealing looking model (right) that has been in use for years. Designer Van Doren made a housing of pure white Plaskon to replace a lot of heavy metal parts and General Electric cast it with its huge presses for forming plastic compounds into big sizes. Toledo Scale Co. markets this chopper, which now bears a strong family resemblance to the new Toledo scale for stores.

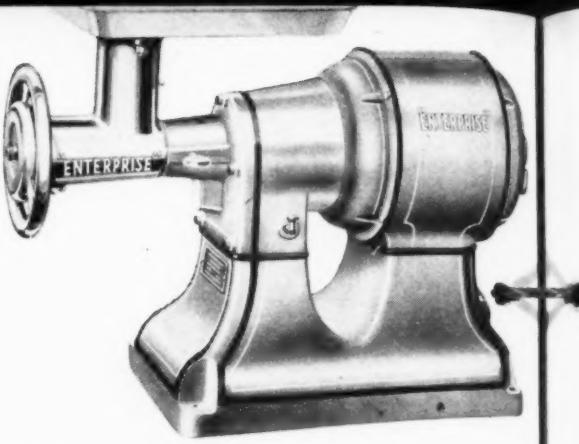


Matched: The new "Golden Jubilee" models of Westinghouse laundry equipment are given "skyscraper" decorative lines in matched sets of washers and ironers. The designer added black striping to emphasize the wide gleaming surfaces of clean white. Engineers have given the washer new sales points by mounting tub and motor in silencing rubber, giving the tub a sediment collecting zone, putting new strength into legs with arch cross braces.

Visible: (Below) John H. Mulholland Co. enjoyed a "substantial increase" of sales for its Bentwood forks when it changed from the semi-visible package on the left to four times as visible a package on the right. The forks are now packed in a paper boat and wrapped with a completely open face of printed Cellophane without a change in price.



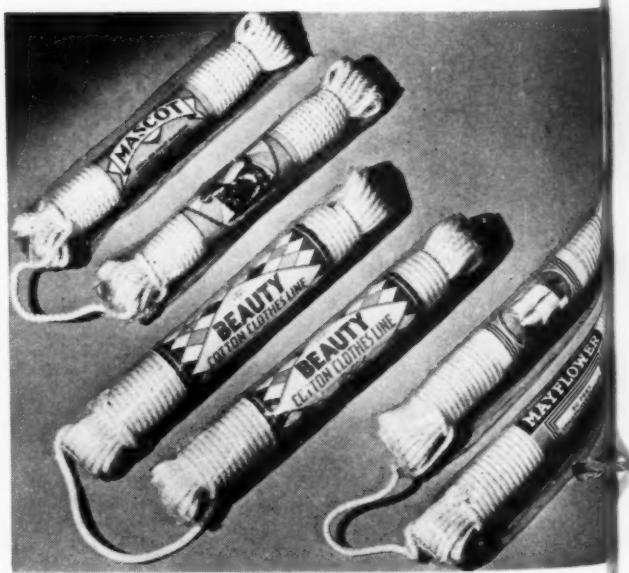
New Dress: Common old clothes line in hanks takes on a brilliance seldom seen in any grocery or hardware store when it is cased in Cellophane as Tribble Cordage Co. now wraps its three brands of cotton rope. The wrapping not only attracts the eye but keeps the clothes line clean and fresh and the colored label unsullied.



Sales Hikers: (Right) During the first two months of this Summer, after Charles E. Hires Co. changed its old root beer bottles to these 12-ounce and 26-ounce sizes selling for 5 and 10 cents, sales multiplied 10 times! The sheen of the frosty-looking stipple glass surface of the Salem bottle and of the copper-colored matching Reynolds metal side and neck labels over the Crown cap gives the bottles a striking eye effect.



For Men of Action: Lentheric thus describes its toilet preparations and is especially emphatic about applying the slogan to its latest product, a powder deodorant. Put up in a lacquered can in ivory finish with bands and letters in black, it harmonizes with other Lentheric after-shave soothers. Besides cutting out B.O., it is also a healer of skin nicks and sunburn. Ads will abstain from "daintiness."



D E S I G N I N G T O S E L L

SPOT-SELLING
IS EASY THROUGH THE
McKittrick BLUE BOOK

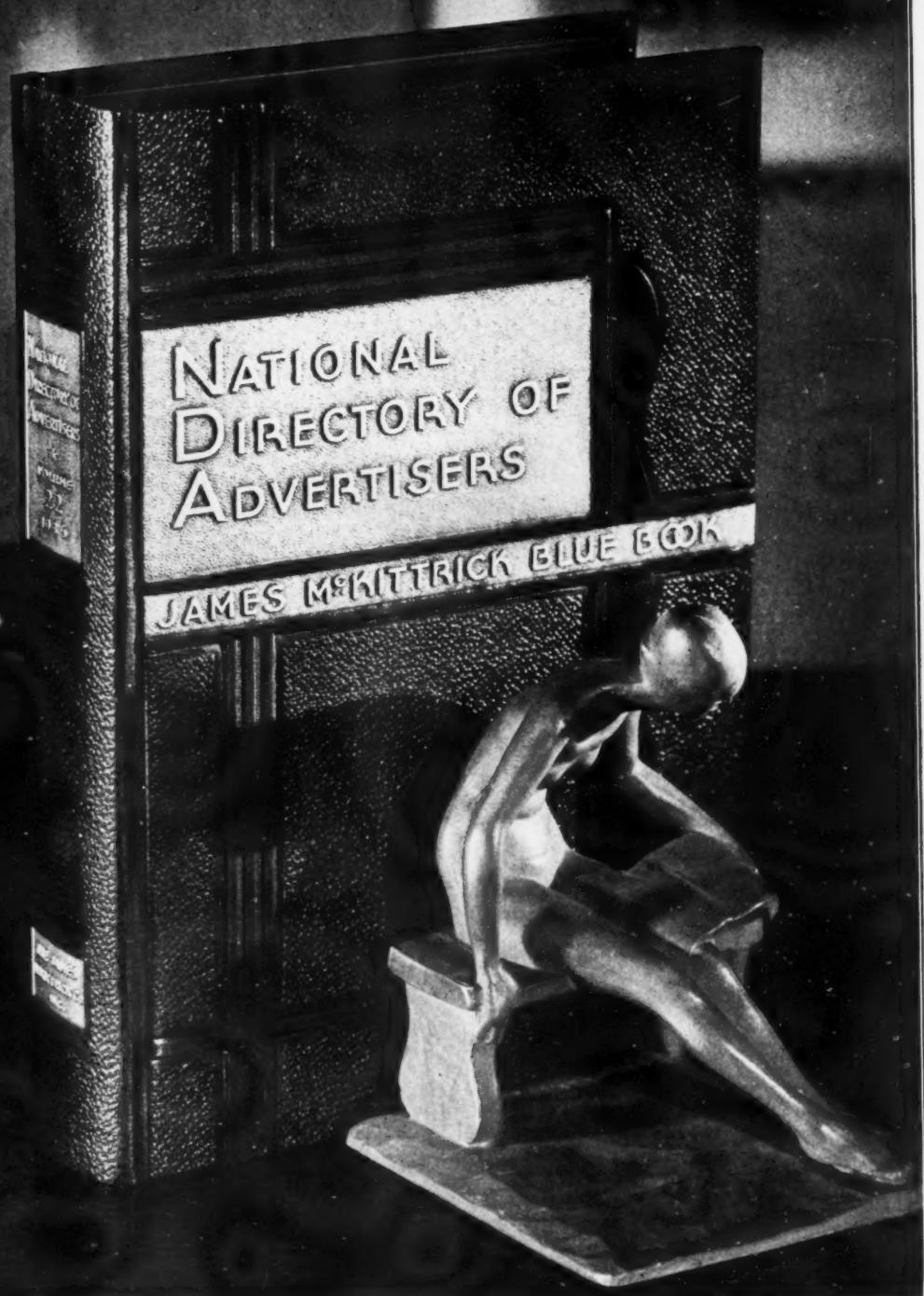
See the RIGHT MAN

At the RIGHT TIME

In the RIGHT PLACE

"SPOT-SELLING" written
for advertisers, is yours for the
asking. Use the coupon below!

The James McKittrick Co. Inc.
200 Hudson St. New York



JAMES McKITTRICK CO. Inc., 200 Hudson St., New York, N. Y. Gentlemen: Kindly send me your article entitled "Spot-Selling" for sales and advertising managers.

NAME TITLE ADDRESS

AUGUST 15, 1936

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Actual Photograph*

Of a Company Which Thinks All Research Is Bunk

THIS company has made money in the past. Their product was once a household word. They ran their business by brains, sir! Brains and intuition.

To be sure, conditions have changed—competitors have keener ideas. Consumers know better what they want. Dealers demand more. But brains will tell and this company doesn't need any new-fangled specialists to help them run their business!

Of course they may be right. But it's strange that the companies going ahead the fastest are the ones making use of the newest and best tools. Market research is no unproven infant, but it is young enough to be in tune with modern conditions—with the constant modern need of knowing what is happening to your own and your competitors' business—with methods of controlling to your own advantage such conditions as you cannot change.

Market research requires the use of the same old-fashioned brains previously running this company. But it gives those brains something specific to work with. It is worth your investigating. We believe we are the people to tell you about it.

- Photograph represents composite picture of empty brain cells.

HOW BIG COMPANIES USE MARKET RESEARCH TO INCREASE SALES

Series No. 2

This is the second of a new series of case histories, naming names and showing processes. It ought to give you ideas for your own business. Watch for these offers by series number. There will be more of them. Sent free when requested on your letterhead.

MARKET RESEARCH CORPORATION OF AMERICA

Formerly Percival White, Inc.,
and Arnold Research Service, Inc.

Rockefeller Center, New York
120 S. La Salle St., Chicago

Prevents those wrong decisions, based on faulty facts, which cost you time and money

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Letters from Factory Close Sales for Federal Truck

(Continued from page 264)

to say plenty about Federal, and he is going to say the important things that really are in striking contrast with similar features of the other truck. He stresses the fact that Federal has a rugged, eight-inch frame, cadmium bearings cost only so much, and so on.

So, when the prospect reads that letter he promptly wonders whether the other truck which he has been inclined to favor has an eight-inch frame also. Then he wonders how much those special bearings cost, and so on throughout a list of features that are stressed in the Federal letter. He probably makes a mental note to ask the competing salesman about those features the next time he calls. He won't show the Federal letter, perhaps; but he will reveal the fact that he has "gotten wise" to some things, and he will ask some specific questions that may be a bit embarrassing to the rival salesman.

When a prospect has been disposed of, regardless of the method of disposal, the dealer or salesman is expected to report this to the factory. To keep him reminded of this duty, the factory from time to time sends the dealer a "Red Circle 30-60 Day Hot Prospect Progress Report Form" on which he is asked to indicate the "Present Status" of each such prospect he has reported and whose names and addresses are listed on the form. The prospect may have bought a Federal or some other truck, "he may be still



Credit Where Due: Ever Ready Label Corp.'s contest for ideas for the firm's advertising on the back cover of the New York telephone Red Book carried an added incentive. In addition to cash prizes, the first prize winner had his name appended to the ad. He was O. Hakola, of Brooklyn. Here's his design.

SALES MANAGEMENT

good," or he may have been "killed." Whatever the circumstances, the factory wants to know whether it should retain his name on the mailing list, and if he is to be written to again, just what the present circumstances are.

"We group prospects in three classes," Rex F. Glasson, manager of the new business department, who is in charge of this promotional work, said. "There are immediate buyers, those who will close within 60 days, and remote buyers. We can't do anything about the immediate buyers—those who will close within, say, a week; it is too late for the factory to work on them. Similarly, it is too soon to begin work on the remote buyers; those who are not at all likely to close within 60 days.

"But in between the two extremes are the hot prospects, those who are expected to close within 30 or 60 days. They are interested right now and they are the ones who may be influenced favorably by our personal letters. Of course we're interested in the remote prospects also, because they will be moving steadily into the red circle, which symbolizes the 30 to 60-day 'hot prospects,' but it isn't time yet for the factory to begin work on them. The salesmen in the field keep in touch with them and when the time comes they send in the Red Circle prospect report and we get busy helping them make the sale."

What Products Get Most Displays from Druggists?

(Continued from page 231)

Product	No. of Window Displays
Pepsodent tooth paste.....	2
Pepsodent powder	2
Perfecto cigars	2
Polar Moth Flakes.....	2
Red Cross first aid supplies.	2
Re-Nap moth balls.....	2
Ride 'Em Cowboy toys.....	2
Rubberset shaving brushes..	2
Rutland patching paste.....	2
Sal Hepatica	2
Saraka	2
Schieffelin moth balls.....	2
Shavami	2
Silvercrest gin	2
Spearmint tooth paste.....	2
Squibb's mineral oil.....	2
St. Regis alarm clocks.....	2
St. Regis jug.....	2
\$1,000 Guarantee Roach Killer	2
Univex camera	2
White Label whiskies.....	2
Whitman's candy	2
Windsor whisky	2

97% of Salesmen Say "YES" to This Sales Boosting Way

A survey sent by a sales promotion manager to several hundred salesmen asked:

(1) Do you approve of prize contests?

99% voted "yes"

(2) Do contests stimulate you to greater selling effort?

97% said "yes"

And such leaders as Hoover Company, Remington Rand, Pennzoil, and Wooster Brush have found the ZIPPO Wind-proof Lighter to be an outstanding contest prize that appeals to nearly every salesman—gets 100% cooperation.

Why? Because every smoker wants a reliable windproof lighter—that will light a cigarette, cigar or pipe in any wind or weather—every time.

Zippo's man-sized flame lights in a flash and burns vigorously in any wind.

A Zippo filling lasts from 10 days to two weeks.

Zippo has a life-time performance



guarantee—it has one-hand control—automatic flint control—a trouble-proof wick, too.

No wonder the salesmen work harder to win a Zippo Lighter. Just give yours the chance and see.

Write today for full details—suggested contest plans—prices with your company monogram and/or salesmen's individual initials on each Zippo—without obligation, of course.

ZIPPO MANUFACTURING CO.
21 Pine St. Bradford, Pa.

ZIPPO
Lighter

HIT THIS MARKET EFFECTIVELY!



Just as the best automotive forgings are made by hard, well-aimed, repeated blows, so can your big Michigan Market, outside of Detroit, be made more productive by a consistent, hard-hitting schedule in Booth Newspapers.

There is no substitute for Booth Newspaper coverage in this able-to-buy market. You must use Booth Newspapers to cover it. The eight Booth papers dominate the eight Michigan key cities outside of Detroit. Ask for marketing facts pertaining to your product.

In Jackson It's the Citizen Patriot

Only 5% of the circulation of the Jackson Citizen Patriot is outside of the retail trading area. Every copy goes where it does you the most good.

A. B. C. Circulation—26,207

New York, I. A. Klein, 50 East 42nd Street
Chicago, John E. Lutz, 180 North Michigan Avenue

BOOTH Newspapers
THE GRAND RAPIDS PRESS • THE FLINT JOURNAL • THE SAGINAW DAILY NEWS • THE KALAMAZOO GAZETTE
JACKSON CITIZEN PATRIOT • THE BAY CITY TIMES • THE MUSKEGON CHRONICLE • THE ANN ARBOR DAILY NEWS



**FASTEST, SHORTEST
BETWEEN THE EAST AND
MOST PACIFIC COAST CITIES**

LOS ANGELES-SAN FRANCISCO
Visit both cities at same fare
6 FAST FLIGHTS DAILY from
the East: Overnight, "Morning-to-Midnight", Daylight
Flights over Salt Lake, Zion
Canyon, Boulder Dam.

**PORTRD-SEATTLE
AND PACIFIC NORTHWEST**
DIRECT THROUGH-SERVICE
from Chicago, New York and
the East! Overnight and
Scenic Daylight Flights. The
popular pioneer route.

CIRCLE TRIPS
and Optional Routings
Let United, which serves every
major Pacific Coast city, plan
circle trips and optional rout-
ings for you. No "back haul"
visiting Pacific Coast points.

CHICAGO-NEW YORK SERVICE

Short route, only 712 miles. 11 fast flights daily with 3-mile a-minute, twin-engined planes. Visit Washington and New York at same fare!

FOR TICKETS, RESERVATIONS—United Air Lines Ticket Offices, Travel Bureaus, Telegraph Offices

100 MILLION MILES EXPERIENCE

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MEDIA AND AGENCIES

**What's Happening in the World
of Magazines, Newspapers, Radio,
and Advertising Agencies**

Agency Notes

The corporate name of Churchill-Hall, Inc., has been changed to H. B. LeQuatte, Inc. The change is one in name only. H. B. LeQuatte, president of the agency, announces. . . . Following the death of Wilfred W. Fry, late president of N. W. Ayer & Son, Inc., a management committee, consisting of H. A. Batten, Clarence L. Jordan, Gerald M. Lauck and George H. Thornley, has been appointed to carry on the policies and principles of that organization. . . . The Federal Advertising Agency has added another floor to its headquarters at 444 Madison Avenue, New York City. . . . The firm of D. D. Staples Associates, advertising engineers, has been formed in Richmond, Virginia. . . .

A new firm of advertising printers—Miller-Johnson, Inc.—has been started in Meriden, Conn. Foster M. Johnson has resigned as account executive of the Ralph H. Jones Co., to become president of the new organization, and Spencer H. Miller, formerly secretary-treasurer of Curtis-Way Co., becomes vice-president and treasurer. The staff also includes Sherman F. Johnson, until recently with the International Silver Co.

Myron P. Kirk has been appointed vice-president in charge of radio for Ruthrauff & Ryan, Inc. . . . Clarence E. Eldridge, with Young & Rubicam, Inc., for six years, has been appointed chairman of the Plans Board of that company. John E. Grimm, Jr., has been elected a vice-president of the same company. . . . Miss Mathia Miller, with Young & Rubicam for five years, has joined the copy staff of Lawrence Fertig & Company, Inc. . . . W. S. Townsend and A. J. Townsend have affiliated their Copy-Testing and Advertising Evaluation Service with Rogers-Kellogg-Stillson, New York, and the Wilson H. Lee Co., Orange, Conn., jointly engaged in direct advertising. . . . Eugene Hulsizer resigns from Barron G. Collier Co. to join Kenyon & Eckhardt, Inc.

Lower Rates—More Advertising

Twenty-three of the 31 railroads belonging to the Association of American Railroads reported plans for increased newspaper advertising in 1936 over 1935 to the Bureau of Advertising of the A.N.P.A. The remaining eight said their appropriations would be the same as last year's. One company official attributes increased passenger revenue to the lowered rates and says, "If passenger revenues show comparable increases from now on—and I can see no reason why they should not—I believe that we are going to be able to spend, and spend profitably, considerably more money for newspaper advertising than we have during any of the last five years."

Account Changes

The Hayes Body Corp., one of the first units in the automotive industry to enter the touring trailers field (see Significant Trends, August 1) has appointed the McJunkin Advertising Co. to handle a new

line of trailers. . . . Lewis & Conger and *News-Week Magazine* have placed their advertising with the New York office of Fuller & Smith & Ross, Inc. . . . The Crane Co. to The Buchen Co., both of Chicago. . . . Radio Products Corp., subsidiary of the Bendix Aviation Corp., to Roche, Williams & Cunningham, Inc. . . . Phillips Delicious Food Products to Blackman Advertising, Inc. . . . Huntington Laboratories, Inc., and Tendra Kitchens, Inc., subsidiary of the Perfect Mfg. Co., to the Merrill Advertising Co., Inc. . . . Hollywood Fashion Associates and Dr. Maurice LeBell's Reducing Formula to Hillman-Shane, Inc., Los Angeles. . . . Thomas D. Richardson Co. to N. W. Ayer & Son, Inc. Gibson Distilling Co., Aladdin, Pa., to Lord & Thomas for the entire Gibson line.

15,000-Mile Tour for Ideas

Restaurant Management has conceived a unique idea to secure new blood for its editorial columns. It has sponsored a motor caravan tour by Mr. and Mrs. John Ebersole, of White Plains, restaurant owners, famous for their good food. The Ebersoles, in their fully-equipped trailer, will cover 15,000 miles, visiting over 500 towns and cities in 42 states, in their search for tempting recipes and new promotion material. Their findings will be reproduced each month in a special section of *Restaurant Management*.

Chem & Met's Big Issue

In October *Chemical & Metallurgical Engineering* will publish its seventh annual Materials of Construction issue to bring to some 17,500 readers up-to-date information on corrosion-resistant materials.

Media Notes

The Brooklyn section of the New York *American* of July 26 carried a newsprint four-color page advertisement of Abraham & Straus—the first ever run in a New York newspaper by a department store. . . . The Salt Lake City (Utah) *Telegram* issued a "Covered Wagon" edition in connection with the 90th anniversary of the arrival of the first Mormon wagon train in the Salt Lake valley. . . . Sound movies are being used by W. F. Schrafft & Sons as a Diamond Jubilee present to their dealers to help increase sales. It is their second picture and will be called "Profit Through the Years." Both pictures were made by Castle Films.

The First Three Markets Group announces the appointment of two special advertising representatives. James Crawford, formerly of the western national staff of the *Chicago Tribune*, will be in charge of all western business, and William E. Farrell, formerly of the *Tribune's* eastern national staff, will represent the group in the East. . . . William M. Kline, formerly assistant advertising manager of Seagram Distillers Corp. and previously with Lord & Thomas, has joined the national promotion advertising staff of the *New York Times*. . . .

SALES MANAGEMENT

Richard A. Feldon, formerly with McGraw-Hill Co., has been appointed eastern advertising manager of *Liberty*. . . . William Gillette has become advertising manager of *Trips Magazine*. Mr. Gillette was formerly advertising manager of *National Geographic* and prior to that, advertising executive with the Eastman Kodak Co. G. B. Hughes, formerly with the Curtis Publishing Co., *Delineator* and *Time*, has been appointed circulation manager of *Trips*. . . . George B. Bickelhaupt, with the Minneapolis *Journal* as circulation manager for 20 years, is now vice-president and general manager of the Minneapolis *Tribune*.

Stuart Scheftel has taken over the management of *Sports Illustrated & American Golfer*. Associated with him will be Marshall Field, T. Saffern Taiter, Jr., Robert Bacon, Sabin Carr, Paul Warburg and Dr. Kurt Simon. R. H. Feldman has been appointed national advertising manager, and A. M. Galletly, eastern advertising manager.

Major Market Newspapers, Inc., an affiliation composed of one newspaper in each of 100 largest markets in the country, will be dissolved October 1. The group was formed 12 years ago. Col. LeRoy Herron, *Washington Star*, is president, and Frank E. Fehlman, manager director.

Radio

The National Broadcasting Co. seems to have found an answer to the reluctance so often shown by prospective advertisers to using daytime programs. During the month of June 88% of all network sponsored mail was in response to daytime programs. These figures do not detract from the importance of evening broadcasts, but rather are convincing proof that housewives and vacationists are appreciative audiences. Along with these figures, NBC has secured five brand new "bests"—with five records already established in 1936. The past six months have brought in the greatest audience mail response in the network's history.

Of the 100 leading national advertisers in 1935, 73 used radio. Of the 27 not using radio, 9 were liquor advertisers—and the networks do not handle this classification. These figures show a rise from 70 network users in 1934.

Edward Petty & Co. has been appointed exclusive national representatives of the Yankee Network for the next five years. The contract also covers the four stations owned by the network.

The National Broadcasting Co. announces that, effective September 1, it will take over the program and sales management of KYW, NBC-Red network station in Philadelphia. Leslie Joy, who has been NBC coordinating officer, has been appointed station manager. James Begley will continue as program manager and Ralph Sayres as sales manager. The station, owned by the Westinghouse Electric and Manufacturing Co., has been operated by the Levy Brothers since 1934.

The Columbia Broadcasting System has leased the Hammerstein Theatre in New York and will convert it into a radio playhouse to meet increasing demands for studio facilities. The theatre will be the scene next month of the formal opening of the "CBS Radio Theatre," sending out programs to more than 100 affiliated stations.

Harold E. Fellows has been made president and general manager of the WEEI Broadcasting Corp., Boston subsidiary through which Columbia will operate WEEI. Mr. Fellows has been commercial manager of station WEEI since 1932, and prior to that was with the Harry M. Frost

Co. and the Greenleaf Co. Radio departments were organized in the two latter organizations under Mr. Fellows' direction.

Cosmo's New Idea

Cosmopolitan's new promotion campaign which starts this month is a striking example of the fact that the woods are full of grand ideas which are not being used. This particular idea—that the age from 25 to 35 is the age of accumulation—had its genesis in the check-ups of magazine readers made by Dr. Starch. He called "Bill" Buckley's attention to the fact that *Cosmopolitan* reached a circulation peak among this group.

The logical follow-up was—*what is the relative purchasing ability of the 25 to 35 group?* Cosmopolitan men went to one manufacturer after another, asking how company sales were broken down by ages of purchasers. Every one was interested. But no one knew the answer. It was just one of those things that they had never gotten around to.

Buckley, Rollins, Hicks, et al., didn't give up in their quest of information. One of the large automobile companies was sufficiently interested to volunteer to turn over to *Cosmopolitan* the detailed records of 1936 automobile purchases which had been financed on the time-purchase plan. Percival White and Pauline Arnold of the Market Research Corporation of America had the results on purchases by age-groups of many items of minor capital goods made in thousands of homes.

This factual information on who buys—and what they read—forms the basis of a campaign which has fired the imagination of *Cosmopolitan* men and many of the agents and advertisers who have seen the story.

Advertising Campaigns

(Continued from page 233)

the sales ring. Four-color full pages will appear in *S.E.P.*, *Time*, *Esquire* and the *New Yorker*, and will run throughout the Fall. Leslie Saalburg, style artist, will illustrate them. Kenyon & Eckhardt, the agency, declares this to be "one of the largest campaigns ever conducted in full color for men's hats."

Verra Thrifty V-8's

Ford dealers in Chicago, Minneapolis, St. Paul and other Middlewestern cities are inviting buyers, via newspaper pages, to "make the 'Scottie' economy test in a stock model car." Scottie dogs are painted on the side of demonstration cars with the slogan "Aye, and thrifty, too," and a glass jug by the windshield holds the gasoline "so that you can see the amount used, instead of having it come from the tank. No adjustments have been made to make it perform differently from any other stock model V-8."

The method, copy declares, proves "the new gasoline economy of the Ford . . . 10% to 15% more miles per gallon."

*Of the people
For the people
By the people*

MARKET RESEARCH

(The only magazine devoted exclusively to the subject)

**Is of the people
who know the value of
fact-finding**

**Is for the people
who want helpful ideas
on the subject**

**Is by the people
who have had actual
experience with the application of research
findings.**

* * *

Pin a dollar bill to the coupon below and mail it now. Or, if you prefer, we will bill you.

MARKET RESEARCH
Rockefeller Center, New York

Please enter my subscription for one year
for MARKET RESEARCH.

I enclose \$1... Bill me for \$1... (Foreign, \$2)

Name

Company

Street

City..... State.....

PRESTO!

And Your Shipments
reach any point in
the U. S. overnight
by

AIR EXPRESS

ADVANTAGES OF NEW NATION-WIDE
AIR EXPRESS

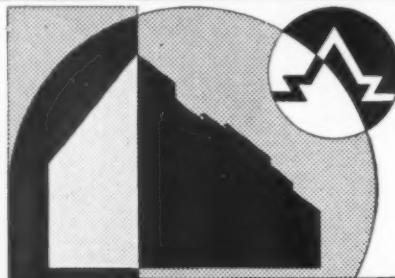
- * Prompt pick-up and special delivery of shipments at no extra charge door-to-door.
- * Fast, co-ordinated service between swift trains and planes now extends Air Express speed to 23,000 Express offices throughout the country.
- * Deliveries up to 2,500 miles overnight — coast-to-coast — border-to-border.
- * Low, economical rates.
- * Night and day service.
- * Shipments accepted prepaid, collect or C. O. D. Prompt remittances.

Merely telephone any Railway Express office for prompt service or information.

AIR EXPRESS

DIVISION OF

RAILWAY EXPRESS AGENCY



Bismarck
HOTEL
chicago



JUST around the corner from everything in downtown Chicago. You will appreciate the time saving convenience as well as the home-like comforts of this hotel.

Write for booklet
and map of
downtown Chicago

KNOWN FOR GOOD FOOD

Letters

Dogging Mr. Thompson

Editor, SALES MANAGEMENT:

T. Harry Thompson: Your department of July 15: "I would be tempted to change the name of the Lee K-9 tire to the Lee K-9, and add a slogan, 'It's a dog!'" — and perhaps go completely Marx Brothers with the dog motif—pronounce it "Leaky 9"—perhaps illustrating the tire leaning against a lamp post!

W. J. CHAFFEE,
Welder Sales,
Hobart Brothers Company,
Troy, Ohio.

(Since you are a Marx Brothers' fan, I cheerfully forgive you for picking me up on the Lee K-9 crack. A 'Leaky Nine' would be quite a litter.—T. Harry Thompson.)

One Fly Farmer to Another:

Editor, SALES MANAGEMENT:

Correction, please!

In your July 1, 1936, issue under the caption "Sinclair's Fly Farm," you say, "Sinclair is inclined to brag a bit over its Fly Farm, for no other insecticide maker has one."

The writer, who for eight years prior to January 1 of this year was general sales manager of Midway Chemical Co., manufacturer of Flyded insect spray, knows for a certainty that that company has had a Fly Farm for at least eight years, under the direction of their chief chemist, L. D. Benedict. During that period every batch of Flyded was thoroughly tested by the established Peet-Grading method, such as is used by Sinclair.

M. K. GREY,
The Grey Company, Advertising,
Chicago.

Readers Appraise—and Praise

Editor, SALES MANAGEMENT:

I want to compliment you on your splendid "Texas Market Issue" of SALES MANAGEMENT . . . the many interesting facts you have presented so well should be of great benefit to Texas as well as to manufacturers who are searching for new markets.

I am a native Texan, and, naturally, a Texas "booster" . . . I intend to keep the "Texas Market Issue" to show to executives who call on me from other sections of the country. I am sure that I speak the sentiments of thousands of other Texas business men in thanking you for the service you have rendered this state.

G. B. RICHARDSON,
Manager, Merchandise Sales,
Texas Power & Light Company,
Dallas.

Editor, SALES MANAGEMENT:

. . . the entire State of Texas and the Southwest is deeply indebted to SALES MANAGEMENT for this splendid recognition.

E. F. COOMBS,
District Manager,
Hood Rubber Company, Inc.,
Dallas.

Editor, SALES MANAGEMENT:

. . . We have seen your Texas edition of July 15 and want to congratulate you on this wonderful issue. Your staff has done a wonderful job here in Texas, and we think that all industries in the

State owe your organization a vote of thanks.

T. A. HARRIS,
Vice-President,
Southwest Tablet Mfg. Co.,
Dallas.

Editor, SALES MANAGEMENT:

. . . I am certain that all your readers will be interested in the comprehensive survey which you have made of Texas business. Your Southwestern subscribers are tremendously appreciative. . . .

BENTLEY YOUNG,
Manager,
National Casket Company,
Dallas.

Editor, SALES MANAGEMENT:

At the regular board meeting of this organization, the Texas number of SALES MANAGEMENT was brought to the attention of the individual directors. They want you to know that they officially went on record as complimenting this special number. They also wanted me, as representative of this organization, to thank you for the special interest and time, thought and energy put into this publication.

E. F. ANDERSON,
Manager,
Dallas Wholesale Merchants
Association,
Dallas.

Editor, SALES MANAGEMENT:

Please accept my sincere congratulations upon the splendid "Texas Market Issue" of SALES MANAGEMENT . . . I was quite impressed with the sentence: "Probably nowhere in the United States is localization of sales appeal more effective." How I have preached that doctrine to potential radio advertisers!

MARTIN B. CAMPBELL,
General Manager,
Radio Station WFAA,
Dallas.

Editor, SALES MANAGEMENT:

. . . it is an outstanding piece of work.

I know I express the sentiments of the membership of the Dallas Sales Managers Club when I say it is a fine job well done.

E. L. BLANCHARD,
Sales Manager,
Higginbotham-Bailey-Logan Co.,
Dallas.

Editor, SALES MANAGEMENT:

Congratulations to you on the very excellent "Texas Market Issue" of SALES MANAGEMENT—it is a peach in every way. . . . Those of us in the media field are exceedingly grateful. . . .

HARRY D. GUY,
Director, National Advertising,
The Dallas News & Journal.

Editor, SALES MANAGEMENT:

We think a lot of SALES MANAGEMENT, and as one of the directors of the Dallas Sales Managers Club, I voted for our club to subscribe en masse to your splendid magazine.

In the article regarding our agency, there was an error—not on your part, but on mine. I was under the impression that our agency had set an all-time record with Connecticut Mutual for a new agency during its first three years. It developed upon

research that we were second in this respect, but that our performance had been exceeded by the Peter M. Fraser Agency of the Connecticut Mutual in New York City.

I would like a brief correction to keep the facts absolutely straight. . . .

E. F. WHITE,
Connecticut Mutual Insurance Co.,
Dallas.

(Both the Dallas Sales Managers Club and the Ft. Worth Sales Managers Club recently entered subscriptions to *SALES MANAGEMENT* for every member.—THE EDITORS.)

Editor, SALES MANAGEMENT:

All of us in Texas, of course, appreciate the splendid edition of *SALES MANAGEMENT*, and the wonderful write-up it gives our state.

You may get some criticism as to a statement I was supposed to have made: "Don't ever make the mistake of transferring an East Texas salesman to West Texas." What I had in mind was the reverse. One should not send a West Texas salesman to East Texas, because a West Texas salesman has been selling quality merchandise to the West Texas trade, where only the best is in demand. In East Texas the trade is more conservative. They buy cheaper grades. The high-grade salesman is simply lost. You can transplant an East Texas salesman to West Texas, and build him up to sell quality merchandise. But you can never bring a quality salesman down to the cheaper grades—or at least seldom.

Come back to Texas.

H. N. FISCH,
Sales Manager,
H. J. Justin & Sons,
Fort Worth.

Editor, SALES MANAGEMENT:

In the third paragraph of the Gulf Brewing Company article . . . you state that the Grand Prize Dance Party program was going over the Texas Quality Network. This is an absolute error. This program, since its inception, has been on KTRH and has never been piped to another station. . . .

RAY BRIGHT,
Commercial Manager,
Radio Station KTRH,
Houston.

(*SALES MANAGEMENT* is only too glad to make a correction. To Station Manager Bright and his staff goes complete credit for the Grand Dance Party idea and much of the smart merchandising program which put it over.—THE EDITORS.)

Editor, SALES MANAGEMENT:

I have just completed reading the article "Sales Opportunities of Today and Tomorrow in Texas" in the special Texas issue. . . . This article certainly strikes a keynote for those who are familiar with the State of Texas. This is one slight mistake. . . . El Paso County is a relatively small county and has an area of only 923 square miles. The county which you, in all probability, had in mind is Brewster County, which has an area of 5,935 square miles, this being 38 square miles more than the 5,897 of Rhode Island and Connecticut combined.

J. F. SPALDING, Eastern Mgr.,
Farm & Ranch,
New York City.

(Reader Spalding is right. Our compliments to the dozen other Texas-wise subscribers who spotted the error. Their letters prove our Texas issue was carefully read.—THE EDITORS.)

Editor, SALES MANAGEMENT:

After examining your Texas issue, I want you to know that, in my estimation, your thoroughly complete report and concept of this State is the most interesting and constructive ever published. To foreigners, a flavor of exaggeration might be conceived. To natives, however, only reservation can be seen.

The Grand Prize story is sincerely appreciated. Since its appearance, radio stations have written for details of the program and I know now that *SALES MANAGEMENT* is widely read.

HAROLD J. GILLIAM,
Rogers-Gano Advertising
Agency, Inc.,
Houston.

Editor, SALES MANAGEMENT:

The Texas issue of your publication was very timely and a splendid issue. Could it not be the forerunner of other State Market issues?

R. C. CLARK,
Eli Lilly and Company,
Indianapolis, Ind.

(Perhaps. When *SALES MANAGEMENT* sees good sales opportunities in specific markets and believes sales executives would welcome factual reports from first-hand reporting, such issues will be forthcoming. And this applies to cities, states or sections of the country.—THE EDITORS.)

Market Analysts Agree Farm Income Will Hold Gains

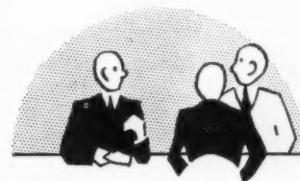
(Continued from page 223)

all the farmers throughout the United States—entered the 1936 drought in far better shape than he did in 1934. For one thing he had less indebtedness and smaller interest requirements. Mortgage reductions during 1935 and early 1936 and lower interest rates, have released more of the national farm income for purchases—less is needed for debt and interest requirements. As an example, in Minnesota alone, farm mortgage debts have been reduced by \$475,000,000.

"In addition, the national farmer entered the drought with nearly \$900,000,000 more income already received from his crops and livestock. During the first six months of 1936 (before the drought became menacing) the national farmer received \$872,000,000 more for his crops and livestock than he did during the corresponding period prior to the 1934 drought—an increase of 55.8%."

"Texas Business Review" (Bureau of Business Research, University of Texas), July 28:

"It is significant that the agricultural outlook for Texas is far more optimistic than for the country at large. Although some damage has been sustained in scattered areas of the State by drought and perhaps even more by floods, present indications are that the total output of major crops and livestock enterprises will be nearer normal than it has been for the past several years. This fact, in conjunction with the higher level of prices of farm products which is already assured, should make for substantial gains in the agricultural income of the State. Retail trade in Texas is already reflecting this improved agricultural outlook."



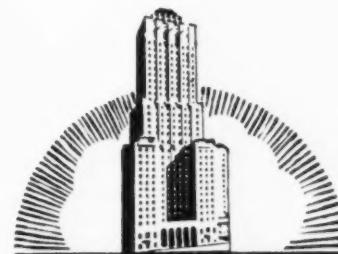
*Be where
YOU KNOW
They Are*

By "they" we mean the executives of firms who might be good prospects for your business.

The Shelton Hotel in New York is a favorite gathering place for business men. They come here . . . because of its central location, and its club-like facilities.

At The Shelton you enjoy not only a cool, comfortable room, but a beautiful swimming pool, a gymnasium, solarium, open-air terrace, a library for reading or for creative effort. The Shelton Corner is noted for its good food and fine liquors. There is dancing from 5:30 onward.

Daily rates \$3 for room with bath. Special weekly and monthly rates.



SHELTON HOTEL

LEXINGTON AVE., at 49th ST
NEW YORK

RARE

in
New
York



A carefully restricted clientele, a policy that assures a character of patronage probably unequalled in any New York hotel...and it has enjoyed this distinction since 1886.

Now a new building with spacious rooms furnished like a private home, electric fans, circulating ice water, tub and shower baths, sundeck, air-conditioned Restaurant and Lounge Cafe.

It is convenient to everything yet sufficiently remote from the roar of the city to insure almost country quietness.

Single from \$3.50 Double from \$5
Suites from \$8

Special weekly and monthly rates.

The
GROSVENOR
Fifth Avenue at 10th Street
NEW YORK
Harry A. Mason, Manager

In Washington

The activities of politics, business and society are more colorful than ever before. You will enjoy Washington.

The best in accommodations, location and smart surroundings are available at this distinctive hotel. Write or wire for reservations.

Nathan Sinrod, Manager



The
HAY-ADAMS HOUSE
LAFAYETTE PARK AT SIXTEENTH
NATHAN SINROD, MGR.
WASHINGTON, D.C.

TIPS



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Grit Spotlights Small Town Homes to Show Market

From time to time a refreshingly brief but significant booklet, dealing with small-town marketing problems and written in sure-enough sales manager lingo, comes out of Williamsport, Pa. The latest in this series published by *Grit*, entitled "Mount Jewett—ad infinitum," makes short work of one weighty question over which much ink has been spilt, viz., "How many returns does it take to get an adequate cross-sectional survey"? Instead of weighing hundreds or thousands of returns, this little study satisfies a sales manager and his advertising manager, and most decidedly satisfies this column, that small-town homes are a market which simply cannot be glossed over. And does that job well by showing pictures and naming names of just three families in as many towns. A previous booklet analyzed Mount Jewett, Pa., a typical *Grit* small town. This new study adds Marion, N. C.; Randolph, N. Y., and Bassett, Va.—shows pictures of three neighboring homes in each town, names the families and gives details of their occupational and income status, and evidence of purchasing power in terms of automobiles, washing machines and radios owned, electricity and gas as well as water in homes, etc. A glance through this booklet, with its promise of more similar information to those interested, should do a great deal to help visualize this small-town market as what it actually is—a lot of mighty comfortable homes throughout the country, housing real people who hold jobs that are important in the life of these towns, and, for that matter, in the life of the Nation. This booklet gets right down to fundamentals, with practically no statistics. Its purpose, of course, is to sell space in *Grit*. Unless we miss a guess, it should provide a stimulus far out of proportion to its pocket-size. Send for a copy, addressing Charles D. Lamade, *Grit*, Williamsport, Pa.

NBC Reprints Merchandising Methods Used by Broadcasters

Since August, 1933, National Broadcasting Company has been gathering and publishing the methods used by its network advertisers in merchandising their programs—improving results by contacts with

dealers, distributors, by local advertising, and, more specifically, by appeals to the listening audience producing immediate proof of program effectiveness. *Broadcast Merchandising* is the name of the (now) monthly publication of this material. As of August, 1936, a reprint edition of this material since August, 1933, has been published in one cover, indexed to show plans used according to (1) clients, (2) industrial classifications, (3) merchandising methods. Probably most broadcast advertisers receive and use this material as it is published. Knowing the difficulty involved in getting such material collected and released for publication, we can only suggest that if advertisers are *not* using this material, they are overlooking a bet. Any national advertisers who have by chance not received the previous issues may, on request to E. P. H. James, National Broadcasting Company, Radio City, New York City, get this reprint edition.

WCAU Enlists Boy Scouts to Chart Philadelphia Listeners

The most recent radio market study to reach this vantage point comes from Philadelphia, where Station WCAU called out the local Boy Scouts to help determine just what stations folks in that city listen to, week in and week out. Granting that some few programs would pull an audience from or to any station, the study is more concerned with the full day's listening habits. And with the aid of some thousands of Boy Scouts, their parents and friends, there was secured a total of 35,623 filled-in questionnaires. The order was: Only one questionnaire to a home. The local office of the B.S.A. checked and assisted in compiling and auditing the returns, as attested by the director of Scout educational activities, Laurence Danforth. WCAU, sponsored the job, without permitting that point to enter into the Scout instructions. And since WCAU has a healthy lead in the listening habits revealed, the station naturally publishes the results with pride. An interesting section is that which attempts to show how the bulk of these thousands of listeners would divide a definite period of time among the eight or more local network stations heard in the area. As a reasonably active radio fan, this observer would hate to have to fill out any such pie-chart of his own listening habits. But if we know the persuasiveness of Boy Scouts out to do their daily deed, we would incline to grant that if anyone could get such a questionnaire filled in, they could. Anyway, the figures are all there, and mighty impressive. There will probably be rebuttal from several stations ere long. Other points covered show the hourly listening curve of these fans, their program preferences—men and women, and combined—and suggestions for early-morning radio advertisers. A separate section shows the counties in WCAU's primary and secondary listening areas, as revealed by a six-month period of mail response. Concluding pages give vital statistics concerning radio ownership, retail and wholesale outlets, and purchasing habits of the 48 counties in this total area. Copies of this study available on request to Robert Street, Station WCAU, Philadelphia, Pa.

GIBBONS KNOWS CANADA
J. J. GIBBONS LIMITED • ADVERTISING AGENTS

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

REGINA
CALGARY
EDMONTON
VANCOUVER

SALES MANAGEMENT

Magazines Are Back to 1929 Circulation Level

(Continued from page 236)

in the study—new books as well as the 92 that have been covered every year since 1929—show that between 1934 and last year 112 increased circulations while 40 decreased; 53 increased newsstand sales while 44 decreased; 11 increased boy sales while 5 decreased; 56 increased black and white page rates per 1,000 while 94 decreased them; 30 increased color rates per 1,000 while 67 decreased them; 73 increased lineage and 55 lost lineage.

A rate range chart shows the magazine *Antiques* to have the highest black and white rate per thousand among all the publications. It rose from a shade less than \$25 in 1930 to a shade under \$45 last year. The lowest rate of all is shown for Newsstand Fiction Unit which dropped from 95 cents in 1929 to 70 cents in 1935. Of all the major magazines, *Sunset* and *Better Homes & Gardens* show the least variation in rates per 1,000, each decreasing about 20 cents between 1930 and 1935. Other publications such as *Holland's*, *American Legion Monthly*, *Good Housekeeping*, *Saturday Evening Post*, *McCalls*, *Liberty*, *Household*, *American*, *Ladies' Home Journal*, *Modern Screen* and *True Story* have varied less than 50 cents.

Among the women's magazines *Good Housekeeping* shows a consistent circulation rise from 1929. By 1935 it was 20% up, with a 10% decrease in rate per thousand. Among family magazines, *Sunset* did the sensational by rising steeply in leadership during the early part of the depression with a small continuance during the past four years to a 1935 level of 38% ahead of 1929.

In the class group several publications were outstanding. *Spur*, which lost 25% of its 1929 circulation, turned the corner in 1933 and swooped

upward to 40% above 1929 by the middle of 1935. *Vogue*, which held its ground during the depression, ran up 20%; *Harper's Bazaar*, 45%, and the newer papers, such as *Esquire*, even more. *Fortune* in 1935 was 222% ahead of 1930.

Charts of the weeklies show *Collier's* has stayed above the 1929 level (with a newsstand loss of only 3.4%), climbing steadily from 1933 to a 1935 mark 15% above 1929. *Liberty's* total losses have been small in spite of a 40% newsstand drop. It has run along almost level, close under its 1929 line ever since 1932. *Literary Digest* has not been that fortunate. *Saturday Evening Post*, with 34% less sales at stands, has hovered close to its 1929 total ever since that year, its space rates having been reduced 10% in 1932. *New Yorker's* climb to 55% above 1929 was aided by a newsstand gain of 33%. *Pathfinder*, which raised rates about 17% in 1930, lost some circulation during the darkest of the depression, but by the middle of 1935 had reached a spot 20% above 1929. *Young, robust Time*, still seeking its "natural level," rose steeply. Last year it was 135% above 1929.

Charts of the sports magazines make an interesting picture of recovery. *Sportsman*, which maintained advertising rates right through the depression in spite of a 16% loss of circulation to 1933, had, by June, 1935, regained its 1929 position. Every other paper in the group also has exceeded

1929, *Outdoor Life* jumping from its 1929 level in 1933 to a point 60% above it last year. *Sports Afield* practically broke up the game with A.N.A.'s chart draftsman by running clear off the top of the page with a circulation increase (closely accompanied by rates) starting in 1930 and vaulting upward every year to a 1935 high 216% above poor old 1929.

The general monthlies—*American Mercury*, *Atlantic Monthly*, *Current History*, *Forum & Century*, *Harper's* and *Scribner's*—all lost circulation heavily during the depression, but every one except *American Mercury* had either leveled off or started a slight gain before 1935. At that time *Harper's* stood only 15% below 1929 and *Atlantic Monthly* 18%.

I Don't Need a Job . . .

. . . but am looking for a permanent connection. Fifteen years' sales, advertising and merchandising experience in automotive and grocery fields should make me valuable to a national manufacturer selling through jobbers and wholesalers. At 37, I am old enough to have seasoning, but not too old to be in a rut. Christian; college education; will travel. Could retain my present employment indefinitely. Present and past employers will testify to my ability and high income over past 10 years. As sales manager or salesman, I will start at reasonable figure and depend on my worth to increase the pay check. Box 479, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 26 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

postage. No cuts to buy. Used by corporations, business and professional people. Beautiful samples free. Write, Graphic Arts Photo Service, 295 Market Street, Hamilton, Ohio.

HELP WANTED

SALES EXECUTIVE TO TRAVEL. WHOLESALE grocery experience necessary. Must be capable of conducting productive sales meetings and handling new and old distributors. Applicant must make a good appearance and be 35 years or older. Enclose recent photograph and give full particulars on past experience and last salary. Address Box 481, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

POSITION WANTED

SALES EXECUTIVE
TWENTY-FIVE YEARS EXPERIENCE—MALE, virile executive fortified with an analytical background. A keen and constructive director of merchandising and organization. Alert to rapidly changing buying trends and with first hand knowledge of the retailer's perspective. A man who knows how to develop job responsibility in salesmen and to produce results by implemented selling. Willing to travel. Not interested in hard lines. Box 483, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES CONTESTS

Planning and Merchandising

Sample copy of our Merchandise Prize Catalog and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

SALES CONTESTS, INC.
10th Floor American Bldg., Dayton, O.

PHOTOSTATS

COMMERCE PHOTO-PRINT CORPORATION

1 WALL STREET

233 Broadway 56 Pine St.
80 Maiden Lane 33 W. 42nd St.
Digby 4-9135-6-7-8

PHOTO AD CARDS

BOOST YOUR SALES THIS SUMMER—WITH Photo Ad Cards. Effective because different. 1c



C O M M E N T

BY RAY BILL

MAGAZINES PROVE AN INDEX: The magazine publishers of this country have come out of the depression with new firmness under foot. The current magazine study of circulation and advertising rates issued to its members by the Association of National Advertisers shows that 92 publications that have been in business every year since 1929—most of them a good deal longer than that—have rebuilt circulations up to the high level of 1929 in spite of a 27% loss in newsstand sales. Subscription sales are responsible for most of this regain. . . . This national advance in magazine circulations has taken place chiefly since 1933. It parallels almost exactly the rise in the nation's general price levels. Thus circulations appear to be a new index of the nation's improving business health.

◆ ◆ ◆

PRICE FIXING IN OIL: A Wisconsin District Court of the United States has indicted 23 major oil companies, 58 individual oil men and 3 publications for an alleged conspiracy to fix oil prices. The indictment recites in effect that the market prices appearing in *Platt's Oilgram*, *National Petroleum News* and *Chicago Journal of Commerce* represent artificially created prices that result in the illegal setting of gasoline prices, both "spot" and in tank cars. Because publications have been cited as defendants, this case concerns, in a new and important manner, not only freedom of the press but also a large portion of the total of interstate commerce. Wherefore it is not surprising to find Associated Business Papers, Inc., making this official statement:

"If the principle is sustained that a publication cannot publish market price data that are correct and accurate to the best of its knowledge and belief, then indeed freedom of the press is threatened. If an innocent publisher providing wanted and timely market prices is held liable for any use whatever made of such price information by subscribers to his publication, then the fundamental principle upon which America's business press is operated is in jeopardy.

"Business men in every line of activity will lose an invaluable service rendered by the press, if the Federal Court sustains criminal guilt in any instance against a publisher acting in good faith, spending freely to verify going market prices, spending freely to make such price information widely available to all who want it."

Warren C. Platt, owner of the two oil publications, in the course of his statement, includes this interesting information:

National Petroleum News was launched 27 years ago to speak for the independent oil men against the old Standard Oil Trust. It was particularly active in the big fight which brought about the dissolution of the old Standard Oil Company. Its publisher

has led the fight ever since against abuse of independent competitors by the larger companies, and has fought at all times vigorously for the protection of full and free competition.

The editors of *SALES MANAGEMENT* do not profess to be informed with respect to all details insofar as the oil companies are concerned. But we do not hesitate, even at this early stage, to point out that if the indictment against these business publications is sustained on the ground that publication of market prices believed by the publisher to be accurate is unlawful, a precedent might thereby be set up making it dangerous, if not impossible, for any publication to publish any kind of market prices. Such an outcome might even seem to argue that where prices are mentioned in paid advertising the publisher could be held liable if the prices so advertised (although unknown to the publisher) were arrived at on some partially or wholly illegal basis.

Surely this latest challenge to freedom of the press requires something more than mere watchful waiting, and on the part of manufacturers as well as the press.

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CONSUMER COOPERATIVES COAGULATE: In certain of his private utterances, Congressman Patman from Texas rather clearly indicates that he has by no means shot his full bolt in the Robinson-Patman Act as it now stands. There are numerous rumors of the introduction of supplementary legislation dealing with what might be commonly regarded as intra-state chains and with company-owned stores. Moreover, it seems a virtual certainty that the present Act cannot be actively and fairly enforced in its present more or less incomprehensible form. All of which means that many other Congressmen, not to mention a few Senators, will have an opportunity to grind new kinds of legislative axes.

Meanwhile, however, a new star of legislative paternalism is rising higher into the skies. We refer to the consumer cooperative. President Roosevelt has already dispatched a special committee to study in great detail the development of consumer cooperatives in various European countries. Some Washington reporters claim that the appointment of this very committee, immediately after the signing of the Robinson-Patman Act, is of especial significance. Other writers in the Capital stress the belief held by certain political leaders that governmental friendliness to consumer cooperatives is the surest and quickest means of busting trusts or at least of assuring a continuous, competitive minimum for prices of almost everything.



From 25 to 35 is the "AGE of ACCUMULATION"

In these 10 buying years, more Household Articles are bought . . . more Refrigerators, more Vacuum Cleaners, more Radios, more Cars . . . more of almost every kind of goods than in any other period of your lifetime

SOMEWHERE between extreme youth and extreme age are the years when people buy the most goods. A recent study of the age of buyers of important products shows an amazing concentration of all purchases by men and women between the ages of 25 and 35.

There are exceptions—notably in the top-executive brackets—but for the great broad masses, the heaviest buying is concentrated in that one ten-year period.

These young people from 25 to 35 are in the "Age of Accumulation"—the accumulation—of automobiles, floor coverings, houses, washing machines—yes, even baby carriages.

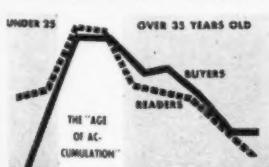
In selecting media to reach markets, and in writing advertising to appeal to buyers, the *age factor* is of much greater importance than has heretofore been recognized.

Cosmopolitan, of all the large national magazines, most nearly parallels this market for goods. *AND WE CAN PROVE IT!*



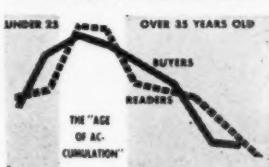
MORE BUYERS... AND MORE COSMOPOLITAN READERS... IN THE "AGE OF ACCUMULATION"

VACUUM CLEANER BUYERS



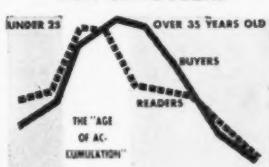
36% of all Vacuum Cleaner buyers and 36.2% of Cosmopolitan's readers are concentrated between the ages of 25 and 35—in the heavy-buying "Age of Accumulation."

REFRIGERATOR BUYERS



34% of all refrigerator purchases pile up among people in the "Age of Accumulation." Again note how Cosmopolitan's readership follows the market of heavy buyers.

NEW CAR BUYERS



36.6% of new cars are bought in this ten-year age bracket. Some magazines reach younger readers, some older. Cosmopolitan is unique in its heavy coverage of the "Age of Accumulation."

COURTESY OF MACY'S, NEW YORK

How Cosmopolitan builds and holds its audience in the "Age of Accumulation"

IN September, 1,800,000 alert magazine buyers and two and a half times that many total readers will read the latest Cosmopolitan. 36.2% of all these readers will be between 25 and 35.

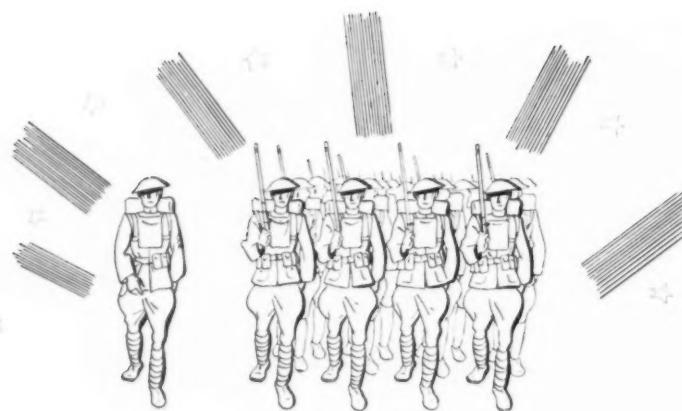
Cosmopolitan is edited to entertain an intelligent, eager, up-to-the-minute audience. Cosmopolitan prints more best sellers and more top-rank short stories than any other magazine.

Figures from surveys by Market Research Corp. of America, a leading automobile finance company, and Starch magazine studies. Detailed data on these and other purchases on request.

Cosmopolitan
IT PEAKS HIGHEST IN THE "AGE OF ACCUMULATION"



Copyright, 1936, Cosmopolitan Magazine



1917 was a memorable year

IT marked America's entrance into the war and the beginning of sweeping changes in ideas, institutions and habits.

The years since have brought metropolitan Chicago new populations, new standards, new demands on newspapers.

In 1917 the Tribune reached 36% of the families in metropolitan Chicago. It was third in volume of daily city and suburban circulation.

Today it is *first!* Since 1917 the population of Chicago and suburbs has increased 63%. Daily Tribune circulation in the metropolitan area has gained 139%.

Today the Tribune on weekdays reaches 53% of the families in this great market . . . a gain of 47% in density of coverage while every other Chicago daily newspaper published in 1917 slipped, merged or went out of business!

The Tribune gives a coverage of the metropolitan Chicago market practically as large as the net coverage of any two other Chicago daily newspapers combined.

In Chicago and suburbs alone, the Tribune now reaches more than 645,000 families. This is 256,000 more families . . . the equivalent of a city of more than a million people . . . than any other Chicago daily newspaper reaches.

This 66% greater coverage of families in Chicago and suburbs represents a million more mouths to feed than are available through any other Chicago daily newspaper. It represents 256,000 households which other Chicago newspapers rarely enter.

It is a majority coverage of every level of purchasing power of interest to advertisers . . . *at the lowest general daily milline rate of any Chicago newspaper.*

Because it is Chicago's first newspaper . . . in editorial prestige . . . in volume and quality of circulation . . . in response from readers . . .

retail merchants and manufacturers alike place more advertising in the Chicago Tribune than they place in any other Chicago newspaper.

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER